



Praxis Framework Prepare to Pass

GETTING STARTED

This guide explains how you can self-study for the Praxis Framework Foundation and Practitioner exams and includes the certification syllabus.

The entire Praxis Framework is available for free online at www.praxisframework.org. Alternatively there is also a [book](#) published by the UK based Association for Project Management (APM). This book needs to be used in conjunction with the website to self-study for the exams, as the syllabus includes some references to the encyclopaedia which are not part of the book.

You may also want to consider taking a training course through an [approved training provider](#).

Additional Resources

Praxis Local

A [free PDF guide](#) which summarises all the main functions and processes of project and program management. It provides hyperlinks to the Praxis Framework website to access the extensive supporting detail that is available.

Pocket Guide

This book is designed to familiarize readers with the Praxis Framework principles, goals, tools and techniques. The pocket guide can be purchased from [Amazon](#).

Praxis Framework training and certification will equip you with an understanding of how to successfully run a project or program and the processes and documentation that you can utilise.



PREPARE TO PASS

Since the Praxis Framework is available online, in its entirety, you can start studying straight away

Before sitting the Praxis Framework Foundation or Practitioner exam, we recommend that you:

1. [Book your exam](#) using our online portal. [A video tutorial](#) on how to book an exam is also available.
2. Determine the number of weeks before you sit your exam and create a study plan based on the syllabus at the end of this document. You can download a free study plan template from our [website](#).
3. Study and revise. If you have questions about the Praxis Framework when you are studying please feel free to post these in the [LinkedIn Group](#) – where you can get replies from the community and Praxis representatives.
4. Take a [sample Praxis Framework exam](#) to test your knowledge.

Good luck

Foundation Exam

The purpose of the Foundation certification is to confirm you have 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 program management team. Foundation certification is also a pre-requisite for Practitioner certification.

Format

- 75 simple multiple-choice questions
- 60 minutes duration
- Closed book
- 50% pass mark (38 marks out of 75).

This exam can be taken online.

Practitioner Exam

The intention of the Practitioner certification is to confirm you understand how to apply and tailor the Praxis Framework in a variety of scenarios. A successful Practitioner candidate should, with suitable direction, be able to start applying the framework to a real project or program.

Format

- 80 complex multiple-choice questions
- 2 ½ hours duration
- Open book (only the Praxis Framework website and the APM book can be referred to)
- 50% pass mark (40 marks out of 80)

WHAT CONTENT TO STUDY

Syllabus Exclusions

Watch our video on the different question types you may encounter in your exam

The remainder of this document contains the Praxis Framework Certification Syllabus – which highlights what content you need to study to sit the Praxis Framework exams. It is worth noting the exclusions.

1. The Praxis Framework encompasses all the elements needed to successfully deliver a project or program - Knowledge, Method, Competency and Capability Maturity. However, the exams only test your understanding of the Knowledge and Method guidance and selected encyclopaedia entries – information on Competency and the free Capability Maturity assessment are available on the website for you to use at any time.
2. Additionally, though the website pages may include information on portfolios, the exams cover projects and programs only.



Exam Tips

- Try to get a good night sleep prior to your exam.
- Read the questions carefully. Determining which is the key word in the question can sometimes help you choose your answer.
- Watch the clock, time management is key.

THE SYLLABUS

If typing in the website pages referred to in the syllabus please put www.praxisframework.org in front of the 'website reference'. Alternatively, you can use the hyperlinks in this document.

INTRODUCTION TO THE PRAXIS FRAMEWORK	Foundation	Practitioner	APM Book Page	Website Reference
Recall the three factors that make up the Praxis Framework context.	✓		3	knowledge/context
Understand Praxis Frameworks terms and concepts and explain how these are applied. Specifically, identify:				
Underlying concepts of Praxis – The value of free, Continuum of complexity, Implicit nature of quality	✓			resource-pages/the-value-of-free resource-pages/projects-programs-portfolios-and-the-discontinuous-mind resource-pages/time-to-drop-quality-from-project-management
Benefits of using the Praxis Framework	✓		xv	Introduction
Goals of projects, programs and portfolio (P3) management	✓		11	knowledge/project-program-and-portfolio-management
Characteristics and core elements of project and program management	✓		12	knowledge/project-program-and-portfolio-management
Commonly identified areas of complexity for project and programs	✓		7	knowledge/complexity
Expansion of the triple constraint within the Praxis Framework	✓			library/triple-constraint
Goals of life cycle management	✓		15	knowledge/life-cycle
P3 life cycle phases and governance mechanisms	✓		17	knowledge/life-cycle
Difference between a typical serial project life cycle and a parallel project life cycle	✓		18	knowledge/life-cycle library/development-life-cycles
Characteristics of an Agile project and its relationship with the triple constraint	✓			library/agile library/triple-constraint
Typical program life cycle phases	✓		20	knowledge/life-cycle
Goals of sponsorship	✓		23	knowledge/sponsorship
Characteristics of a sponsor	✓		24	knowledge/sponsorship
Goals of knowledge management	✓		28	knowledge/knowledge-management
Steps involved in knowledge management within the P3 management organisation	✓		29	knowledge/knowledge-management
Goals of capability and maturity management	✓		30	knowledge/capability-maturity
Two scales of CMMI capability and maturity levels and how they overlap	✓		31	knowledge/capability-maturity
Relationship between the Praxis Framework and other guidance (PRINCE2®, MSP®, APM Body of Knowledge, PMBoK® Guide, DSDM Agile)	✓			resource-pages/praxis-prince2-and-msp resource-pages/praxis-and-the-apm-bok resource-pages/praxis-and-DSDM-Agile

INTEGRATIVE MANAGEMENT FUNCTIONS

	Foundation	Practitioner	APM Book Page	Website Reference
Understand the principles and goals of Integrative Management Functions; the approach to their treatment; how they are applied throughout and the responsibilities involved. Specifically, identify:				knowledge/integrative-management
Principles, goals, responsibilities and procedure for Organisation Management	✓		64	knowledge/organisation-management
The four main levels within the standard organisational structure for individual projects and programs	✓		66	knowledge/organisation-management
Purpose and content of an Organisation Management Plan	✓		207	method/organisation-management-plan
Principles, goals, responsibilities and procedure for Stakeholder Management	✓		70	knowledge/stakeholder-management
Purpose and content of stakeholder management documentation: <ul style="list-style-type: none"> Stakeholder Map Stakeholder Register Stakeholder Management Plan 	✓		238 219	library/stakeholder-mapping method/stakeholder-register method/stakeholder-management-plan
Principles, goals and responsibilities for Business Case Management	✓		73	knowledge/business-case-management
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
Principles, goals and responsibilities for delivery planning	✓		75	knowledge/planning
Purpose and content of a typical management plan and how they differ from delivery plans	✓		206 238	method/management-plans
Typical content of a delivery plan	✓		76 238	method/delivery-plan
Principles, goals and responsibilities for Control	✓		79	knowledge/control
Three broad categories of control techniques: cybernetic, go/no go and post	✓		79	knowledge/control library/cybernetic-control
Purpose and content of control documentation <ul style="list-style-type: none"> Control Management Plan RAG Reports 	✓		211 80	knowledge/control method/control-management-plan library/rag-reports
Principles of tolerances	✓		79	knowledge/control
Purpose of Earned Value Management and how to predict future performance based on actual progress		✓		library/earned-value-management
Principles, goals, responsibilities and procedure for Information Management	✓		82	knowledge/information-management
Purpose and content of an Information Management Plan	✓		212	method/information-management-plan
Principles, goals and responsibilities for Assurance	✓		85	knowledge/assurance
Purpose and content of an Assurance Management Plan	✓		214	method/information-management-plan
Ability to apply and tailor the relevant aspects of the Integrative Management Functions to a P3 scenario in any of the project or program processes. Specifically, to:				knowledge/integrative-management
Identify an appropriate P3 management team structure and information for inclusion in an Organisation Management Plan and Assurance Management Plan		✓	64 85 207 214	knowledge/organisation-management knowledge/assurance method/organisation-management-plan method/assurance-management-plan
Identify appropriate stakeholders and information for inclusion in relevant stakeholder management documentation: <ul style="list-style-type: none"> Stakeholder Map Stakeholder Register Stakeholder Management Plan. 		✓	70 238 219	knowledge/stakeholder-management library/stakeholder-mapping method/stakeholder-register method/stakeholder-management-plan

INTEGRATIVE MANAGEMENT FUNCTIONS

	Foundation	Practitioner	APM Book Page	Website Reference
Identify appropriate information for inclusion in a Business Case		✓	73 217	knowledge/business-case-management method/business-case
Predict future performance based on actual progress and identify appropriate information for inclusion in control documentation: <ul style="list-style-type: none"> Control Management Plan RAG Reports. 		✓	79 211	library/earned-value-management knowledge/control method/control-management-plan library/rag-reports
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
Whether the documentation referred to in the website reference column 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
Whether actions undertaken during the execution of the Integrative Management procedures are appropriate, with reasons, and whether appropriate roles have been involved. Including actions associated with: <ul style="list-style-type: none"> Organisation Management Assurance Stakeholder Management Business Case Management Control 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

SCOPE MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
Know facts, terms and concepts relating to Scope Management. Specifically, recall the definition of the terms: Objective, Output, Outcome, Benefit, Work Package, Deliverable Product, 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:				
Principles, goals, responsibilities and procedure of Scope Management	✓		87	knowledge/scope-management
Purpose and content of a Scope Management Plan	✓		215	method/scope-management-plan
Purpose of scope documentation <ul style="list-style-type: none"> ▪ Mandate ▪ Vision Statement ▪ Specification ▪ Business Case ▪ Blueprint ▪ Benefits Map ▪ Benefit Profile 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
Purpose of typical product documentation: Product Description, Product Register, Quality Register, Configuration Item, Status Account.	✓		229	method/product-documents
Product definition techniques: breakdown structures	✓		91	library/breakdown-structures
Principles, goals responsibilities and procedure of Requirements Management	✓		92	knowledge/requirements-management
Characteristics of a well specified requirement	✓		93	knowledge/requirements-management
Purpose of value management	✓		94	knowledge/requirements-management
Principles, goals, responsibilities and procedure of Solutions Development	✓		97	knowledge/solutions-development
Principles, goals, responsibilities and procedure of Benefits Management	✓		100	knowledge/benefits-management
Purpose and content of a Benefits Management Plan	✓		217	method/benefits-management-plan
Principles, goals, responsibilities and procedure of Change Control	✓		107	knowledge/change-control
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: Identify appropriate information for inclusion in the Scope Management documentation.		✓	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

SCOPE MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
Identify appropriate actions when applying the Scope Management procedures, with reasons. Including actions associated with: <ul style="list-style-type: none"> Requirements Management Solutions Development Benefits Management Change Control 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:				
Which products 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
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: <ul style="list-style-type: none"> Requirements Management Solutions Development Benefits Management Change Control 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

SCHEDULE MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
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:				
Principles, goals, responsibilities and typical high-level procedure of Schedule Management	✓		110	knowledge/schedule-management
Purpose and content of a Schedule Management Plan	✓		219	method/schedule-management-plan
Purpose and characteristics of a Gantt Chart	✓		112	knowledge/schedule-management library/gantt-chart library/rolling-wave-planning
The four fundamental approaches to estimating (Parametric, Comparative, Analytical, Subjective) and their application during the life cycle	✓			library/estimating-techniques
Purpose and characteristics of a Network Diagram	✓		114	knowledge/time-scheduling library/network-diagram
Purpose, characteristics and limitations of critical path analysis	✓		114	knowledge/time-scheduling library/critical-path-analysis library/imposed-dates library/milestone
Purpose, techniques and limitations of resource limited scheduling	✓		116	library/resource-limited-scheduling library/resource-histogram library/responsibility-assignment-matrix library/resource-allocation
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
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
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

SCHEDULE MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
Identify appropriate actions when applying the Schedule Management procedure, with reasons		✓	112	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
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
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

FINANCIAL MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
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:				
Principles, goals, responsibilities and procedure of Financial Management	✓		118	knowledge/financial-management
Purpose and content of a Financial Management Plan	✓		220	method/finance-management-plan
Principles, goals and procedure of Investment Appraisal	✓		121	knowledge/investment-appraisal
Purpose of Investment Appraisal techniques: <ul style="list-style-type: none"> Scoring method Payback method Discounted Cash Flow 	✓		123	knowledge/investment-appraisal library/scoring-methods library/payback-method library/discounted-cash-flow
Principles, goals and procedure of Funding	✓		125	knowledge/funding
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
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
Identify appropriate information for inclusion in a Financial Management Plan		✓	220	method/finance-management-plan
Identify appropriate actions, with reasons, when undertaking Financial Management procedures: <ul style="list-style-type: none"> Investment Appraisal Funding 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
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/finance-management-plan
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: <ul style="list-style-type: none"> Investment Appraisal Funding Budgeting and Cost Control 		✓	118 121 125 128	knowledge/financial-management knowledge/investment-appraisal knowledge/funding knowledge/budgeting-and-cost-control

RISK MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
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:				
Principles, goals, responsibilities and procedure of Risk Management	✓		132	knowledge/risk-management
The purpose and content of Risk Management documentation: <ul style="list-style-type: none"> ▪ Risk Management Plan ▪ Risk Register 	✓		222 239	method/risk-management-plan method/risk-register
Methods for identifying risk and appropriate sources of information: <ul style="list-style-type: none"> ▪ Risks generated in other functions ▪ Lessons learned and knowledge management 	✓		137	knowledge/risk-techniques library/pestle-analysis
Qualitative and quantitative techniques for assessing threats and opportunities	✓		137	knowledge/risk-techniques library/probability-impact-assessment library/sensitivity-analysis
Types and appropriate use of risk response actions	✓		137	knowledge/risk-techniques library/risk-responses
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
Identify appropriate information for inclusion in Risk Management documentation: <ul style="list-style-type: none"> ▪ Risk Management Plan ▪ Risk Register 		✓	222 239	method/risk-management-plan method/risk-register
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
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
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

CHANGE MANAGEMENT

	Foundation	Practitioner	APM Book Page	Website Reference
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:				
Principles, goals, responsibilities and procedure of Change Management	✓		140	knowledge/change-management
Purpose and content of a Change Management Plan	✓		224	method/change-management-plan
Models for the management of change: <ul style="list-style-type: none"> ▪ Lewin's three steps ▪ Kotter's eight steps ▪ 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
Identify appropriate information for inclusion in a Change Management Plan		✓	224	method/change-management-plan knowledge/change-management
Identify appropriate actions, with reasons, when undertaking a Change Management procedure		✓	140	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
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
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

MANAGE RESOURCES

	Foundation	Practitioner	APM Book Page	Website Reference
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:				
Principles, goals, responsibilities and procedure of Resource Management	✓		143	knowledge/resource-management
Purpose and content of Resource Management documentation: <ul style="list-style-type: none"> Resource Management Plan Contract 	✓		226	method/resource-management-plan knowledge/contract-management
Principles, goals and procedure of Procurement	✓		146	knowledge/procurement
Principles, goals and procedure of Contract Management	✓		150	knowledge/contract-management
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
Identify appropriate information for inclusion in a Resource Management documentation: <ul style="list-style-type: none"> Resource Management Plan Contract 		✓	224	method/resource-management-plan knowledge/contract-management
Identify appropriate actions, with reasons, when undertaking a Resource Management procedure, including actions associated with: <ul style="list-style-type: none"> Procurement Contract Management 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
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
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: <ul style="list-style-type: none"> Procurement Contract Management Mobilisation 		✓	143 146 150 153	knowledge/resource-management knowledge/procurement knowledge/contract-management knowledge/mobilisation

PROJECT OR PROGRAM PROCESSES

	Foundation	Practitioner	APM Book Page	Website Reference
Understand the Project and Program Processes and how they can be applied and tailored. Specifically to identify the:				method/process
Goals, responsibilities and typical activities that make up the Identify a Project or Program process	✓		160	method/identification-process
Goals, responsibilities and typical activities that make up the Sponsor a Project or Program process	✓		165	method/sponsorship-process
Goals, responsibilities and typical activities that make up the Define a Project or Program process	✓		169	method/definition-process
Goals, responsibilities and typical activities that make up the Deliver a Project or Program process	✓		175	method/delivery-process
Goals, responsibilities and typical activities that make up the Manage Boundaries process	✓		180	method/boundaries-process
Goals, responsibilities and typical activities that make up the Develop Products process	✓		184	method/development-process
Goals, responsibilities and typical activities that make up the Close a Project or Program process	✓		190	method/closure-process
Goals, responsibilities and typical activities that make up the Realise Benefits process	✓		187	method/benefits-realisation-process
Purpose of a: <ul style="list-style-type: none"> Lessons Log Daily Log Brief Definition Plan 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
Purpose and content of: <ul style="list-style-type: none"> A Progress Report An Event Report 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				
Identify appropriate information for inclusion in the documentation listed in the website reference column		✓	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

PROJECT OR PROGRAM PROCESSES

	Foundation	Practitioner	APM Book Page	Website Reference
<p>Identify appropriate actions, with reasons, when carrying out the P3 processes:</p> <ul style="list-style-type: none"> Identify a Project or Program Sponsor a Project or Program Define a Project or Program Deliver a Project or Program Manage Boundaries Develop Products Close a Project or Program 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
<p>Able to identify and analyse appropriate and inappropriate application of the P3 Processes throughout the life cycle of a P3 scenario. Specifically, to analyse:</p>				
<p>Whether the documentation listed in the website reference column is fit for purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the P3 Processes</p>		✓	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
<p>Whether the actions undertaken during the execution of the P3 Processes are appropriate, with reasons, and whether appropriate roles have been involved</p> <ul style="list-style-type: none"> Identify a Project or Program Sponsor a Project or Program Define a Project or Program Deliver a Project or Program Manage Boundaries Develop Products Close a Project or Program 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

INTERPERSONAL SKILLS

	Foundation	Practitioner	APM Book Page	Website Reference
Understand Interpersonal Skills and how they can be applied and tailored. Specifically to identify the:				
Goals of interpersonal skills: <ul style="list-style-type: none"> Communication Conflict management Delegation Leadership Influencing Negotiation Teamwork 	✓		41	knowledge/communication knowledge/conflict-management knowledge/delegation knowledge/leadership knowledge/influencing knowledge/negotiation knowledge/teamwork
David Berlo model for the four components of communication	✓			library/berlo
Factors that affect the effectiveness of communication and potential barriers	✓		43	knowledge/communication
Use of conflict in team development	✓			library/tuckman
Typical causes and sources of conflict	✓		45	library/thamhain-and-wilemon
Models for Conflict Resolution: <ul style="list-style-type: none"> Maccoby and Scudder Thomas-Kilmann 	✓		45	library/maccoby-and-scudder library/thomas-kilmann
Elements of a SMART objective	✓			library/smart
MoSCow technique of prioritisation	✓			library/moscow-prioritisation
Difference between a transactional leader and a transformational leader	✓		53	knowledge/leadership
Models for Leadership: <ul style="list-style-type: none"> Hersey and Blanchard's life cycle theory for leadership Adair's action centered leadership model 	✓			library/hersey-and-blanchard library/adair
Models for Motivation: <ul style="list-style-type: none"> Maslow's hierarchy of needs and how they relate to the P3 environment Hertzberg's hygiene and motivational factors 	✓			library/maslow library/hertzberg
Principles of ethical and professional behaviour	✓		37	knowledge/ethics
Models for Influence: <ul style="list-style-type: none"> Cialdini's six principles of influence Cohen and Bradford's influence model Montana and Charnov's seven forms of power. 	✓			library/cialdini library/cohen-and-bradford library/montana-and-charnov

INTERPERSONAL SKILLS

	Foundation	Practitioner	APM Book Page	Website Reference
Understand Interpersonal Skills and how they can be applied and tailored. Specifically to identify the:				
Difference between competitive and collaborative negotiation	✓		56	knowledge/negotiation
Shell's five styles of negotiation	✓			library/shell
Models for Teamwork <ul style="list-style-type: none"> ▪ Belbin team roles ▪ Tuckman model of team development ▪ 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:				
Identify appropriate use of Interpersonal Skills: <ul style="list-style-type: none"> ▪ Communication ▪ Conflict management ▪ Delegation ▪ Leadership ▪ Influencing ▪ Negotiation ▪ 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:				
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



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