

PM² Project Management Methodology



PM²

Syllabus

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1 Introduction

PM² is a project management methodology developed by the European Commission and open to all. Its purpose is to enable project managers to deliver solutions and benefits to their organisations by effectively managing the entire lifecycle of their projects.

PM² incorporates elements from a wide range of globally accepted project management best-practices. It has been endorsed as the official Project Management methodology by many EU institutions.

PM² qualifications are currently only offered at Foundation level.

The primary purpose of the syllabus is to provide a basis for accreditation of people involved with PM². It documents the learning outcomes related to the use of PM² and describes the scope of the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved.

The target audience for this document is:

- Exam Board
- Exam Panel
- APMG Assessment Team
- Accredited Training Organizations.

This syllabus informs the design of the exam and provides accredited training organizations with a more detailed breakdown of what the exam will assess. Details on the exam structure and content are documented in the PM² Foundation Design.

2 Foundation Qualification

2.1 Purpose of the Foundation Qualification

The purpose of the Foundation qualification is to measure whether a candidate has sufficient knowledge and understanding of the PM² Project Management Methodology to act as an informed member of a project team. The candidate should have achieved a working knowledge of the key principles of PM² project management and the terminology, approach and techniques used.

2.2 Target Audience

The PM² certification qualification is intended for project managers and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including project board members (e.g. senior responsible owners), team managers (e.g. product delivery managers), project assurance (e.g. business change analysts), project support (e.g. Project and Programme Office personnel), and operational line managers/staff. This specifically includes:

- Entry-level Project Managers (PMs) and project teams wishing to learn more about project management and the PM² Methodology
- Experienced Project Managers (PMs) and team members who wish to learn more about the PM² Methodology
- Project teams that wish to start using the PM² Methodology in their projects.

2.3 High Level Performance Definition of a Successful Foundation Candidate

The candidate who meets this High Level Performance Definition should as a minimum be able to recall, recognize and demonstrate understanding of the concepts, approaches and techniques outlined in the guidance, including terms used, process sequences and roles involved.

Specifically (s)he should be able to demonstrate this understanding by being able to:

- Define key concepts relating to projects

- Define key concepts relating to PM²
- Describe the project organisation and roles in PM²
- Describe the working of the phases of a project
- Explain project planning
- Describe the monitoring and controlling of projects
- Identify risks and issues in projects
- Explain change, quality, and requirements management
- Describe reporting, communication and stakeholder management.

3 Assessment Model

Each learning outcome in the High Level Performance Definition requires the candidate to demonstrate specific knowledge and skills. For each learning outcome a number of learning outcome measures are identified which are evaluated in the examination, in accordance with the Examination Design, to confirm that the learning outcome has been achieved. These learning outcome measures are shown as syllabus topics and define the scope of the standard required to achieve the qualification.

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 competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

APMG have incorporated this into a Learning Outcomes Assessment Model that is then used to develop each qualification's Assessment Model. The model provides a simple and systematic means for assessing and classifying the learning outcome measures. .

This structured approach helps to ensure:

- The appropriate level is identified for a qualification
- A clear delineation in learning level content between different qualifications
- Wording is standardized and syllabi are presented consistently across APMG's qualification portfolio
- Exam questions and papers are consistent in their design..

The Foundation qualification examines at levels 1 (recall) and 2 (understand). A Practitioner qualification tests at levels 2 (understand), 3 (apply) and 4 (analyse).

PM² Assessment Model				
	1. Recall	2. Understand	3. Apply	4. Analyse
APMG Learning Level Definition	<i>remember previously learned information</i>	<i>grasp the meaning and make sense of information</i>	<i>use information to perform a skill or task</i>	<i>identify whether information has been used appropriately according to the rules and guidance</i>
Generic APMG Headers <i>For introducing the learning outcome measures (topics) in the Syllabus</i>	Recall terms and key facts about concepts, principles and procedures from the reference material	Understand key facts, concepts, principles and procedures from the reference material	Apply key facts, concepts, principles and procedures to a given scenario	Differentiate between appropriate and inappropriate use of the reference material in a given scenario
Qualification Example	Recall terms and key facts about concepts, roles, principles, and approaches relating to project planning.	Understand the concepts, roles, principles, and approaches relating to project planning	Apply particular techniques and approaches relating to project planning to a given scenario	Differentiate between appropriate and inappropriate use of particular techniques and approaches relating to project planning within the context of a given scenario

4 Qualification Scope

The definition of scope for each qualification is presented in the syllabus tables at the end of this document. Each syllabus area is a unit of learning that relates to the reference material or training course module.

The following syllabus areas are identified.

Syllabus Area Code	Syllabus Area Title
KC	Key Project Concepts
KP	Key PM ² Concepts
OR	Project Organisation and Roles in PM ²
PP	Phases of a Project
PL	Project Planning
MC	Monitoring and Control
RI	Risks and Issues
CQ	Change, Quality, and Requirements Management
RS	Reporting, Communication and Stakeholder Management

5 Syllabus Presentation

For each syllabus area the learning outcome measures are presented in order of learning level and are introduced by a standard header. There is only one header at each learning level for each syllabus area. The wording in this header is derived from the Assessment Model. Each measure is specific to a learning level.

The scope of each examination is shown by a tick in the respective column to the right of the topic description.

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

Syllabus Area Code KC [2]		Syllabus Area : <i>Key Project Concepts (KC) [1]</i>	Foundation	Practitioner	Primary References
Level	Topic				
Recall key concepts relating to projects. [3] Specifically to recall:					
01 [4]	01 [5]	[6] The definition and characteristics of a project	[7] ✓		[8] 2.1.1
01	02				

Key to the Syllabus Area table

1	Syllabus Area	Unit of learning, e.g. course module, key activity area or section of the reference guide.
2	Syllabus Area Code	A unique 2 character code identifying the syllabus area.
3	Learning Level Header	Header introducing the syllabus topics (<i>learning outcome measures</i>) for a given learning level..
4	Level	Learning level of the learning outcome measure..
5	Topic Reference	Number of the topic within the learning level.
6	Topic Description (<i>Learning Outcome Measure</i>)	Precise and specific description of what is required of the candidate to demonstrate that a learning outcome has been achieved.
7	Foundation/Practitioner	Shows at which qualification level the topic is assessed . Note: A measure is only applied at one qualification level.
8	Primary Reference	The main reference supporting the learning outcome measure.

6 Important Points

The examination is based on the PM² Guide v3.0.1, March 2021 and the related templates. The Centre of Excellence in PM² (CoEPM²) provides a central online location for all PM² information, publications, etc.

6.1 PM² Guide References

The PM² guide references provided should be considered to be indicative rather than comprehensive, i.e. there may be other valid references within the guidance.

The references provided include sections (e.g. 4.7) and sub-sections (e.g. 4.3.4). Where a specific section is referenced, e.g. 4.9, this refers to that section only – it does not refer to its sub-section, e.g. 4.9.1 to 4.9.5. However, where a range of sections is referenced, e.g. 4.3 – 4.4, all sub-sections of the referenced sections are meant to be included.

7 Syllabus Exclusions

There are no specific exclusions unless stated in the topic itself.

Syllabus Area Code		Syllabus Area : <i>Key Project Concepts (KC)</i>	Foundation	Practitioner	Primary References
Level	Topic				
Recall <i>key concepts relating to projects</i> Specifically to recall:					
01	01	The definition and characteristics of a project	✓		2.1.1
01	02	The function of project management	✓		2.2.1
01	03	The function of project documentation	✓		2.2.2
01	04	At a high level the required knowledge and skills of a project manager (excluding IPMA, table of competences)	✓		2.3.2, 2.3.3
Understand <i>key concepts relating to projects</i> Specifically to describe:					
02	01	The relationship between outputs, outcomes, and benefits	✓		2.1.3
02	02	The relationship between projects and programmes	✓		2.2.4
02	03	The relationship between projects and portfolios	✓		2.2.5
02	04	The relationship between projects and business as usual	✓		2.2.6
02	05	The different ways of organising projects within an organisation	✓		2.3.1
02	06	The consequence of each approach of organising projects within an organisation	✓		2.3.1

Syllabus Area Code		Syllabus Area : <i>Key PM² Concepts (KP)</i>	Foundation	Practitioner	Primary References
Level	Topic				
Recall <i>key concepts relating to PM²</i> Specifically to recall:					
01	01	The PM ² project phases and gates	✓		3.2, 3.3
01	02	What makes a project a PM ² project and how PM ² supports programme and portfolio management	✓		3.4, D.2 (intro only), D.3 (intro only)
01	03	The Agile approach to projects and its key characteristics	✓		3.7, D.1
01	04	The purpose of monitor and control	✓		3.2
Understand <i>key concepts relating to PM²</i> Specifically to describe:					
02	01	The house of PM ²	✓		3.1
02	02	The reason of applying a phased approach to a project	✓		3.2
02	03	The goal of each element of the phased approach of PM ²	✓		3.2
02	04	The swim lane diagram (fig 3.8)	✓		3.3, (fig 3.8)
02	05	The PM ² mindsets	✓		3.5
02	06	The concept of tailoring PM ² at organisational and project level	✓		3.6

Syllabus Area Code OR		Syllabus Area : <i>Project Organisation and Roles in PM² (OR)</i>	Foundation	Practitioner	Primary References
Level	Topic				
		Recall <i>project organisation and roles in PM²</i> Specifically to recall:			
01	01	The definition of a stakeholder	✓		4.1
01	02	The responsibilities of each of the roles in the PM ² model for project governance <ol style="list-style-type: none"> 1. Appropriate Governance Body 2. Project Owner 3. Solution Provider 4. Business Manager 5. Project Manager 6. Business Implementation Group 7. Project Core Team 8. Project Support Team 	✓		4.3 - 4.11, Appendix E
		Understand <i>project organisation and roles in PM²</i> Specifically to describe:			
02	01	The layers and roles of the project organisation	✓		4.2, Appendix E
02	02	The difference between the provider and requestor side of a project and how this is reflected in the governance structure	✓		4.2, Appendix E
02	03	The specific role of the project steering committee and the required roles partaking	✓		4.2, 4.4, Appendix E
02	04	The function and abbreviations of the (RAM) RASCI table	✓		4.12, Appendix E

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
PP		Phases of a Project (PP)			
Level	Topic				
Recall the working of the phases of a project					
Specifically to recall:					
01	01	The activities in each phase of the project: 1. Initiating 2. Planning 3. Executing 4. Closing	✓		5, 5.1 – 5.5 6, 6.1 – 6.9 7, 7.1 – 7.6 8, 8.1 – 8.4 Appendix E1
01	02	The purpose of each activity in the following Phases: 1. Initiating 2. Planning	✓		5, 5.1 – 5.5 6, 6.1 – 6.9
01	03	The purpose of each activity in the following Phases: 1. Executing 2. Closing	✓		7, 7.1 – 7.6 8, 8.1 – 8.4
01	04	For each activity in the Initiating Phase: 1. The inputs 2. The guidelines 3. The outputs (artefacts) 4. The accountable, responsible, and supporting roles involved	✓		5, 5.1 – 5.5
01	05	For each activity in the Planning Phase: 1. The inputs 2. The guidelines 3. The outputs (artefacts) 4. The accountable, responsible, and supporting roles involved	✓		6, 6.1 – 6.9
01	06	For each activity in the Executing Phase: 1. The inputs 2. The guidelines 3. The outputs (artefacts) 4. The accountable, responsible, and supporting roles involved	✓		7, 7.1 – 7.6
01	07	For each activity in the Closing Phase: 1. The inputs 2. The guidelines 3. The outputs (artefacts) 4. The accountable, responsible, and supporting roles involved	✓		8, 8.1 – 8.4
01	08	How each phase is finalized and how to prepare for this	✓		5.5, 6.9, 7.6, 8.4
01	09	The composition of the Project Handbook in PM ² in general terms	✓		6.2

Syllabus Area Code		Syllabus Area : <i>Phases of a Project (PP)</i>	Foundation	Practitioner	Primary References
PP					
01	10	The composition of the Project Handbook in PM ² , specifically the sections on: <ul style="list-style-type: none"> 1. Project Roles and Responsibilities 2. Project-Specific Plans 3. Domain-Specific Artefacts 4. Escalation Procedure 5. Resource Needs 	✓		6.2
01	11	The relation of the Project Handbook in PM ² to other PM ² artefacts, specifically the 6 artefacts that describe the various project management processes: <ul style="list-style-type: none"> 1. Requirements Management Plan 2. Project Change Management Plan 	✓		6.2
01	12	The relation of the Project Handbook in PM ² to other PM ² artefacts, specifically the 6 artefacts that describe the various project management processes: <ul style="list-style-type: none"> 1. Risk Management Plan 2. Quality Management Plan 	✓		6.2
01	13	The relation of the Project Handbook in PM ² to other PM ² artefacts, specifically the 6 artefacts that describe the various project management processes: <ul style="list-style-type: none"> 1. Issue Management Plan 2. Communications Management Plan 	✓		6.2
01	14	The relation of the Project Handbook in PM ² to other PM ² artefacts, (excluding the various project management processes)	✓		6.2, B,1-6 Templates
Understand the working of the phases of a project					
Specifically to describe:					
02	01	The function and composition of the Project Initiation Request in PM ² and its relation to other PM ² artefacts	✓		5.2 – 5.4, Fig 5.3
02	02	The function and composition of the Business Case in PM ² and its relation to other PM ² artefacts	✓		
02	03	The function and composition of the Project Charter in PM ² and its relation to other PM ² artefacts	✓		
02	04	The techniques for supporting the Initiating Phase: <ul style="list-style-type: none"> 1. SWOT 2. PESTLE 3. Make or Buy Analysis 	✓		5.3, Glossary, Appendix C.1C.2
02	05	The function and composition of the Project-End Report in PM ² and its relation to other PM ² artefacts	✓		8.3 Template Appendix C.17
02	06	The techniques for supporting the Closing Phase: Lessons Learned	✓		8.2 Template Appendix C.17

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
PL		Project Planning (PL)			
Level	Topic				
Recall the project planning techniques relating to PM²					
Specifically to recall:					
01	01	Supporting techniques for creating the Project Work Plan, specifically the Deliverables Breakdown Structure	✓		Appendix C.6
01	02	Supporting techniques for creating the Project Work Plan, specifically: 1. Resource Levelling 2. Critical Chain Method (CCM)	✓		Appendix C.11, C14
Understand parts and techniques relating to the Project Work Plan					
Specifically to describe:					
02	01	The three parts of the Project Work Plan	✓		6.4 Templates
02	02	The techniques for creating the Project Work Plan, specifically the Work Breakdown Structure	✓		Appendix C.5
02	03	The techniques for creating the Project Work Plan, specifically 1. Effort and Cost Estimates 2. Three-Point Estimates	✓		Appendix C.7, C.8
02	04	The techniques for creating the Project Work Plan, specifically Scheduling	✓		Appendix C.10
02	05	The techniques for creating the Project Work Plan, specifically Gantt Charts	✓		Appendix C.12
02	06	The techniques for creating the Project Work Plan, specifically the Critical Path Method	✓		Appendix C.13

Syllabus Area Code		Syllabus Area : <i>Monitoring and Control (MC)</i>	Foundation	Practitioner	Primary References
MC					
Level	Topic				
Recall the monitoring and control of projects					
Specifically to recall:					
01	01	The activities of monitor and control	✓		9
01	02	The purpose, inputs, guidelines, outputs (artefacts), accountable, responsible, and supporting roles involved of: 1. Monitor Project Performance 2. Control Schedule 3. Control Cost	✓		9.1-3
01	03	The purpose, inputs, guidelines, outputs (artefacts), accountable, responsible, and supporting roles involved of: 1. Manage Stakeholders 2. Manage Requirements 3. Manage Project Change	✓		9.4-6
01	04	The purpose, inputs, guidelines, outputs (artefacts), accountable, responsible, and supporting roles involved of: 1. Manage Risk 2. Manage Issues and Decisions	✓		9. 7-9
01	05	The purpose, inputs, guidelines, outputs (artefacts), accountable, responsible, and supporting roles involved of: 1. Manage Quality 2. Manage Deliverables Acceptance	✓		9.8-10
01	06	The inputs, guidelines, outputs (artefacts), accountable, responsible, and supporting roles involved of: 1. Transition management 2. Business implementation 3. Managing outsourcing	✓		9.11-13
01	07	The checklists provided in PM ² for monitor and control	✓		9
01	08	The purpose of transition management	✓		9.11
01	09	The purpose of business implementation	✓		9.12
01	10	The purpose of managing outsourcing	✓		9.13

Syllabus Area Code		Syllabus Area : <i>Risks and Issues (RI)</i>	Foundation	Practitioner	Primary References
RI					
Level	Topic				
Recall the concepts and techniques relating to Risk and Issues					
Specifically to recall:					
01	01	The definition of the concepts of: 1. Issue 2. Urgency 3. Impact 4. Priority	✓		Glossary
01	02	The definition of the concepts of: 1. Risk 2. Residual Risk 3. Secondary Risk	✓		Glossary
01	03	The definition of the concepts of: 1. Risk Appetite 2. Risk Reserve 3. Risk Owner			Glossary
01	04	The definition of the concepts of: 1. Risk Likelihood 2. Risk Impact 3. Risk Level			Glossary
01	05	The techniques for managing risks, specifically the Risk Likelihood/Impact Matrix			Appendix C.4
01	06	The techniques for managing risks and issues, specifically Pareto Analysis			Appendix C.16 Glossary
01	07	The techniques for managing risks and issues, specifically 1. Decision Trees 2. Ishikawa or Fishbone Diagram			Appendix C.9, Glossary
Understand the Management Plans and processes for Risks and Issues					
Specifically to describe:					
02	01	The function of the Risk Management Plan	✓		Appendix B.3
02	02	The composition of the Risk Management Plan	✓		Appendix B.3, Templates
02	03	The function and composition of the Risk Log in PM ²	✓		Appendix B.8, Templates
02	04	The various risk response strategies: 1. Avoid 2. Reduce 3. Accept	✓		9.7, Glossary

Syllabus Area Code		Syllabus Area : <i>Risks and Issues (RI)</i>	Foundation	Practitioner	Primary References
RI					
02	05	The various risk response strategies: 1. Enhance 2. Exploit 3. Transfer/Share	✓		9.7, Glossary
02	06	The steps that make up the risk management process	✓		9.7, Templates
02	07	The function of the Issue Management Plan	✓		Appendix B.4,
02	08	The composition of the Issue Management Plan	✓		Appendix B.4, Templates
02	09	The function of the Issue Log in PM ²	✓		9.8, Appendix B.9, B.4, Templates
02	10	The function of the Decision Log in PM ²	✓		9.8, Appendix B.10, B.4, Templates
02	11	The composition of: 1. The Issue Log 2. The Decision Log	✓		Appendix B.9, B.10 Templates
02	12	The steps that make up the issue management process (managing project issues)	✓		9.8, Templates
02	13	The steps that make up the issue management process (managing decisions)	✓		9.8, Templates

Syllabus Area Code CQ		Syllabus Area : Change, Quality, and Requirements Management (CQ)	Foundation	Practitioner	Primary References
Level	Topic				
Recall the concepts, techniques and Management Plans relating to Change, Quality, and Requirements Management					
Specifically to recall:					
01	01	The definition of Requirements	✓		Glossary
01	02	The definition of Change (Requests)	✓		Glossary
01	03	The function and composition of the Requirements Management Plan	✓		9.5, Appendix B.1
01	04	The function and composition of the Deliverable Acceptance Plan	✓		6.6, 9.10
Understand the Management Plans and relationships between Change, Quality, and Requirements Management					
Specifically to describe:					
02	01	The function and composition of the Project Change Management Plan	✓		9.6, Appendix B.2
02	02	The function and composition of the Change Log in PM ²	✓		9.6, Appendix B.7
02	03	The steps that make up the change management process	✓		9.6
02	04	The relationship between the quality assurance and management of quality	✓		7.3, 9.9, 9.10
02	05	The relationship between the management of requirement, project change and deliverable acceptance	✓		9.5, 9.6, 9.10
02	06	The function and composition of the Quality Management Plan	✓		Appendix B.5

Syllabus Area Code RS		Syllabus Area : <i>Reporting, Communication and Stakeholder Management (RS)</i>	Foundation	Practitioner	Primary References
Level	Topic				
Recall the concepts and artefacts relating to reporting, communication and Stakeholder Management					
Specifically to recall:					
01	01	The purpose of managing project stakeholders and information distribution	✓		7.5, 9.4
01	02	The different PM ² reports defined: 1. Project Status Report 2. Project Progress Report 3. Quality Review Report 4. Contractor Status Report	✓		7.4 - 7.5
Understand the Management Plans and techniques for reporting, communication and Stakeholder Management					
Specifically to describe:					
02	01	The function and composition of the Communication Management Plan	✓		Appendix B.6
02	02	The function and composition of the Project Stakeholder Matrix in PM ²	✓		6.3
02	03	The techniques for managing stakeholders, specifically the Stakeholder Interest/Influence Matrix (SIIM)	✓		Appendix C.3
02	04	The techniques for reporting, specifically Earned Value Management	✓		Appendix C15