AgilePM®
Agile Project Management
Foundation Syllabus

September 2024

Aligned to Version 2 of the OTE Syllabus Standard

1   Introduction

AgilePM® was first released in 2010, with over 250,000 people worldwide becoming AgilePM certified by 2025, making AgilePM the most popular agile project management qualification globally.

Scrum evolved simultaneously with AgilePM (formerly called DSDM), but entirely independently of it, and helped shape the Agile Manifesto. It has become the world's most popular agile product delivery approach, with individuals certified by a range of organisations numbering in the millions.

AgilePM version 3 blends the powerful simplicity and potent agility of Scrum for product development, with the fundamentals of AgilePM that bring agility to the much broader project context. Scrum has been chosen here because of its popularity but any agile approach to development that is focused at the development team level would also fit. Examples include DSDM and Kanban (both at the Solution Development Team level), DevOps, eXtreme Programming (XP) and Agile Digital Services – AgileDS (which is based on the increasingly popular UK Government Digital Services standard).

The primary purpose of the syllabus is to provide a basis for accreditation of people involved with AgilePM version 3. It documents the learning outcomes related to the use of AgilePM and describes the scope of the requirements a candidate is expected to meet to demonstrate that these learning outcomes have been achieved at each qualification level.

This syllabus informs the design of the exams and provides accredited training organizations with a more detailed breakdown of what the exams will assess. Details on the exam structure and content are documented in the AgilePM 3 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 AgilePM 3 guide to participate in an AgilePM project as a team member or a stakeholder. The Foundation qualification is also a pre-requisite for the Practitioner qualification.

2.2   Target Audience

This qualification is aimed at anyone looking to increase the agility of their projects in the face of Volatility, Uncertainty, Complexity and Ambiguity (VUCA) in their operating/market environment. Specifically, it is targeted at individuals who are, or will be, leaders or members of an Agile project team and those acting as informed stakeholders of that project during a period of change within part or all of their organization.

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 theories, concepts, models and approaches outlined in guide.

3 Learning Outcomes 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). The Practitioner qualification tests at levels 2 (understand), 3 (apply) and 4 (analyse).

AgilePM v3 Assessment Model				
	1. Recall	**2. Understand**	**3. Apply**	**4. Analyse**
APMG Learning Level Definition	*remember previously learned information*	*grasp the meaning and make sense of information*	*use information to perform a skill or task*	*identify whether information has been used appropriately according to the rules and guidance*
Generic APMG Headers *For introducing the learning outcome measures (topics) in the Syllabus*	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, phases and approaches relating to the syllabus area	Understand the concepts, roles, principles, processes and approaches relating to the syllabus area	Apply particular practices and approaches relating to the syllabus area to a given scenario	Differentiate between appropriate and inappropriate use of particular approaches and practices 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 Concepts
SC	Scrum Overview
AF	AgilePM Fundamentals
IN	Individuals and Interactions
CC	Collaboration and Communication
PR	Project Lifecycle Framework
ES	Requirements, Estimating and Prioritisation
PL	Planning and Control
RK	Risk Management and the Project Approach
GV	Governance, Compliance and the AgilePM Products

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.

Practitioner qualification requirements are a summation of the Foundation and Practitioner learning outcome measures. All Foundation level requirements are required for Practitioner level but are assumed to have been met 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 syllabus areas is presented in a similar format as follows:

Syllabus Area Code LP [2]		Syllabus Area : *AgilePM v3 Syllabus Area* (LP) Lifecycle and Products Theme [1]	Foundation	Practitioner	Primary References
Level	Topic				
Recall terms and key facts about the concepts, principles and procedures relating to *syllabus area*. [3] **Specifically to recall:**					

Syllabus Area Code LP [2]		Syllabus Area : *AgilePM v3 Syllabus Area* (LP) Lifecycle and Products Theme [1]	Foundation	Practitioner	Primary References

01 [4]	01 [5]	[6] The leadership styles and skills (Goleman):
		  1. Leadership styles that get results
		  2. Emotional competencies for leaders
			[7] ✔		[8]
					P175-178
					P177-182

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 *(learning outcome measures)* 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 *(Learning Outcome Measure)*	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.	

Important Points

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

5.1 AgilePM v3 Guide References

The AgilePM v3 guide references provided should be considered to be indicative rather than comprehensive, i.e. there may be other valid references within the guidance.

Syllabus Area Code KC		Syllabus Area : *Key Concepts (KC)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	The definition of Business Agility	✓	2.1.1
01	02	The meaning of VUCA	✓	2.1.2
01	03	The Agile Manifesto and its enhancement for the Agile project context	✓	2.1.3
01	04	The scope of product development	✓	2.2, & 2.4.3
01	05	The scope of project management	✓	2.3 & 2.4.3
01	06	Why agility is needed in project delivery	✓	2.1.2
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	How Agility helps deal with VUCA	✓	2.1.2
02	02	The values in the Manifesto	✓	2.1.3
02	03	The significance of the final sentence in the manifesto	✓	2.1.3.5
02	04	The Manifesto principles enhanced for the Agile project context	✓	2.1.4 & Scrum Essentials course materials
02	05	How project management differs to product development	✓	2.2 - 2.3
02	06	The characteristics of an agile approach for a project	✓	2.4.2
02	07	Why Agility in project management is always the best approach	✓	2.4.3

Syllabus Area Code SC		Syllabus Area : *Scrum Overview (SC)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	The definition of Scrum	✓	Scrum Essentials Reference Guide
01	02	The Scrum Values	✓	3.3
01	03	The Scrum Team roles and purpose	✓	3.4

Syllabus Area Code SC		Syllabus Area : *Scrum Overview (SC)*	Foundation	Primary References
01	04	The name and purpose of the 5 Scrum Events	✔	3.5
01	05	Scrum artefacts and commitments	✔	3.6
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	Scrum Theory (the three pillars of empiricism)	✔	3.2
02	02	The Scrum Events	✔	3.5 & Scrum Essentials course materials
02	03	Scrum artefacts and commitments	✔	3.6 & Scrum Essentials course materials

Syllabus Area Code AF		Syllabus Area : *AgilePM Fundamentals (AF)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	The AgilePM philosophy	✔	4.1
01	02	Underlying ethos of AgilePM	✔	4.1
01	03	How AgilePM approaches the 4 project variables	✔	4.2
01	04	AgilePM's 8 principles - Rules of Engagement	✔	4.3
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	AgilePM and projects in the 'real world'	✔	4.2
02	02	AgilePM's 8 principles - Rules of Engagement	✔	4.3
02	03	In combination with Scrum, what AgilePM provides	✔	4.4

Syllabus Area Code IN		Syllabus Area : *Individuals and Interactions (IN)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	The 9 Principles of Agile leadership	✔	5.1
01	02	The definition of a stakeholder and the 3 classes identified: - Project leadership roles - Solution development roles - External stakeholders	✔	5.2
01	03	Names of the AgilePM v3 roles: - Leadership - Team-based	✔	5.3 5.4
01	04	Accountabilities of the Scrum Master	✔	5.3.6
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	What is Agile leadership	✔	5.1
02	02	How the 9 Principles of Agile leadership are applied	✔	5.1
02	03	Interactions between stakeholders and what influences these	✔	5.2
02	04	Project Leadership roles and responsibilities: - Business Sponsor - Business Visionary - Solution Architect - Project Manager - Product Owner	✔	5.3
02	05	Product Owner's relationship with the 4 key stakeholders: - Business Visionary - Solution Architect - Project Manager - Business and Technical Advisors	✔	5.2.5
02	06	The role of the Product Owner in an Agile context	✔	5.3.5
02	07	How the Scrum Master serves the Project Team	✔	5.3.6
02	08	Team-based delivery roles and responsibilities	✔	5.4
02	09	Key Project Manager's relationships: - Business Sponsor - Business Visionary - Solution Architect - Product Owner - Scrum Master - Other stakeholders	✔	5.5

Syllabus Area Code CC		Syllabus Area : *Collaboration and Communication (CC)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	Collaboration - Definition - What it involves - Characteristics of individuals working collaboratively	✔	6.1.1
01	02	Communication - Definition - Poor communication and Project Failure - Communication Choices - Jim Highsmith: "Documentation is not understanding, process is not discipline, formality is not skill."	✔	6.1.2, 6.3.3, 6.4
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	Effective collaboration in the context of a project: - Benefits - Building competence - Leading a collaborative team	✔	6.2
02	02	Effective communication in the context of a project: - Skills, language and technology - Communication planning - Communication choices	✔	6.3
02	03	Transparency of process and progress	✔	6.4

Syllabus Area Code PR		Syllabus Area : *Project Lifecycle Framework (PR)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	Defining and distinguishing between types of Increment	✔	7.1
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	The project lifecylce	✔	7.2

Syllabus Area Code PR		Syllabus Area : *Project Lifecycle Framework (PR)*	Foundation	Primary References
02	02	Purpose, work and potential work-products associated with each of the project lifecycle phases: - Pre-project - Feasibility - Foundations - Development - Deployment - Post-Deployment	✓	7.2 7.3 7.4 7.5 7.6 7.7

Syllabus Area Code ES		Syllabus Area : *Requirements, Estimating and Prioritisation (ES)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	Key concepts and hierarchy of requirements, goals, backlogs, solutions, products and increments	✓	7.1, 8.1
01	02	Definition of a requirement and the different types	✓	8.2.2
01	03	User Stories Format (As a, I want, So that) Composition (4 Cs) INVEST (acronym labels and description)	✓	8.2.3.1, 8.2.3.3, 8.2.3.4
01	04	The MoSCoW rules - Definition of M, S, C and W - Guidance in %ages of effort associated with M and C	✓	9.2
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	Requirements: - Identifying requirements - Writing User Stories	✓	8.2
02	02	Working with requirements throughout the project lifecycle	✓	8.2.4
02	03	Estimating in an Agile environment: - Coping with VUCA - Styles of estimating - The Estimating Cycle - Estimating throughout the project lifecycle	✓	8.3
02	04	Application of MoSCoW: - Contingency built into the scope of features - MoSCoW relating to specific timeframes	✓	9.1, 9.2, 9.3, 9.8

Syllabus Area Code		Syllabus Area :	Foundation	Primary References
ES		***Requirements, Estimating and Prioritisation (ES)***		
02	05	Using MoSCoW to: - Ensure effective prioritization - Manage business expectations - Understand the Minimum Usable SubseT - MoSCoW and the Business Case	✓	9.5 9.6 9.7

Syllabus Area Code		Syllabus Area :	Foundation	Primary References
PC		***Planning and Control (PC)***		
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	3 AgilePM planning concepts	✓	10.1
01	02	4 Agile PM tracking and control concepts	✓	10.1
01	03	Project Planning event - Inputs and where they come from (Consolidation Scrum) - Outputs and where applied (Backlog Refinement and Sprint Planning Event)	✓	10.5.2
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	How the 3 AgilePM planning concepts are applied	✓	10.2
02	02	Planning throughout the project lifecycle - During each of the phases - Between increments - How and when priorities will work	✓	10.2.3, 10.3
02	03	Tracking progress and responding to change: - Outcome based measurement - Transparency of process and progress - Responding to change - Management by exception	✓	10.4
02	04	Special considerations when integrating AgilePM and Scrum: - Incremental delivery and the structure of a Sprint - The Project Planning event	✓	10.5
02	05	How to demonstrate control over development using Scrum: - Stories, Tasks, Progress and the Daily Scrum - Connecting Lean thinking with User Stories, Backlogs, Sprints and Increments	✓	10.6

Syllabus Area Code RK		Syllabus Area : *Risk Management and the Project Approach*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	*Generalized* definition of Risk, its sources and impacts	✓	11.1
01	02	Risk management is fully integrated within the AgilePM approach	✓	11.1
01	03	Risk related to effectiveness of agility, as diagnosed using the Project Approach Questionnaire, is a key exception and is dealt with via configuration of the AgilePM approach	✓	11.1
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	Risk arises as a direct consequence of VUCA, its management is therefore fully integrated within the day-to-day execution of the AgilePM approach	✓	11.1
02	02	Agility *in practice* (i.e. how much of AgilePM's guidance is followed and to what extent) influences the intrinsic ability of the approach to deal with risk	✓	11.1
02	03	The Project Approach Questionnaire is used to identify approach-based risk so that mitigating action can be taken	✓	11.2.1

Syllabus Area Code GV		Syllabus Area : *Governance, Compliance and the AgilePM Products(GV)*	Foundation	Primary References
Level	Topic			
Recall terms and key facts about concepts, roles, principles, phases and approaches relating to this syllabus area. Specifically to recall:				
01	01	The definition of: - Governance - Empiricism	✓	12.1
01	02	The Cone of Uncertainty (Barry Boehm diagram) – estimate accuracy for each phase	✓	12.3.1
01	03	Work products related to Financial Governance - What product associated with what phase and its purpose		12.3.2
Understand the concepts, roles, principles, processes and approaches relating to the syllabus area. Specifically to understand:				
02	01	How traditional governance differs to Agile governance - and how this keys to the manifesto values	✓	12.1
02	02	How to assure regulatory compliance in an Agile project	✓	12.2
02	03	Financial governance in an Agile world	✓	12.3