

# CAPM (2018 version)

## Module Contents

### Module 1 – Key Concepts

*PMBOK® Guide*  
Ch. 1

- Understanding the structure and objectives of this course
- Understanding the five project management process groups and the processes within each group
- Recognizing the relationships among and between project, program, portfolio, and operational management
- Be capable of defining a typical project lifecycle
- Understanding the function and importance of tailoring for different projects
- Key references - *PMBOK® Guide* Chapter 1. Introduction:
  - Overview and purpose of the *PMBOK® Guide*
  - Definitions and vocabulary
  - Foundational elements of project management
  - Projects, Programs and Portfolios
  - The importance of project management
  - Tailoring processes
  - Project management business documents

### Module 2 – Role of the Project Manager

*PMBOK® Guide*  
Ch. 3

- Able to state the primary functions of a project manager
- Understanding how the *PMI Code of Ethics and Professional Conduct* impacts every aspect of ethical project management
- Understanding the characteristics of a successful project manager
- Understanding a project manager's sphere of influence
- Able to identify the major elements included in the PMI 'Talent Triangle®'
- Able to appreciate the importance of interpersonal skills to lead, direct and influence others
- Having an awareness of some of the tools and techniques to assist in decision making and problem solving
- Able to recognize the difference between leadership and management
- Key references - *PMBOK® Guide* Chapter 3. The Role of the Project Manager
  - Overview
  - Definition of a Project Manager
  - The Project Manager's Sphere of Influence
  - Project Manager Competencies
  - Performing Integration

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#### Module 3 – Project Stakeholder Management

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- Understand the key concepts and benefits of stakeholder engagement
- Be able to recognize key stakeholders, their roles and needs
- Understand that stakeholders define project success or failure
- Be able to apply the tools and techniques used to identify stakeholders and understand their expectations
- Understand that all of the resources needed by the project are provided by stakeholders
- Understand the importance of planning stakeholder engagement and then maintaining the plan through the life of the project
- Be able to classify and prioritize stakeholders to facilitate effective engagement
- Understand the link between project communication and stakeholder engagement, and appreciate the critical role of effective communication in the management of stakeholders
- Be able to apply effective tools and techniques to monitor stakeholder attitudes and maintain support for the project
- Key references - *PMBOK® Guide* Chapter 13. Project Stakeholder Management
  - Identify Stakeholders
  - Plan Stakeholder Engagement
  - Manage Stakeholder Engagement
  - Monitor Stakeholder Engagement.

#### Module 4 – Project Integration Management

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- Understand the importance of an organization properly initiating a project in the creation of a successful project outcome
- Understand that ‘integration’ is the primary function of a project manager, and the project manager’s role in achieving integration at the process, cognitive and contextual levels
- Understand the purpose of project integration management and appreciate the different approaches to project integration and knowledge management
- Understand the purpose of key documents developed during the project integration process and the key document flows, and knowledge flows, through the project
- Fully understand the seven project management processes in the project integration management knowledge area, including their inputs, outputs, tools & techniques
- Understand the importance of project change management and how it can be implemented
- Understand the importance of tailoring the integration function and processes to the needs of the project

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- Key references - *PMBOK® Guide* Chapter 4. Project Integration Management
  - Develop Project Charter
  - Develop Project Management Plan
  - Direct and Manage Project Work
  - Manage Project Knowledge
  - Monitor and Control Project Work
  - Perform Integrated Change Control
  - Close Project or Phase

#### Module 5 - Project Scope Management

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- Understand the critical need for a properly defined project scope and the six project management processes in the project scope management knowledge area, including their inputs, tools, techniques and outputs
- Identify key roles in scope management
- Appreciate the central role of the Work Breakdown Structure (WBS) for both Product and Project scope definition and in future planning processes
- Understand how to plan, manage and control changes in the definition of a project's scope
- Understand the importance of the client accepting the delivered product – (scope verification and validation)
- Understand project scope management for agile/adaptive projects, including the use of prototypes
- Understand the importance of tailoring the scope management function and processes to the needs of the project
- Key references - *PMBOK® Guide* Chapter 5. Project Scope Management
  - Plan Scope Management
  - Collect Requirements
  - Define Scope
  - Create WBS
  - Validate Scope
  - Control Scope

#### Module 6 – Project Schedule Management

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- Understand the importance of an effective schedule in the successful delivery of a project
- Understand the processes needed to develop an effective schedule
- Understand the processes needed to manage and update a schedule
- Solve simple network diagram problems and perform basic scheduling calculations

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- Forward pass
- Backward pass
- Total float + Free float
- Appreciate the role of uncertainty in planning including Monte Carlo
- Identify considerations for agile/adaptive environments in project schedule management.
- Key references - *PMBOK® Guide* Chapter 6. Project Schedule Management
  - Plan schedule management
  - Define activities
  - Sequence activities
  - Estimate activity durations
  - Develop schedule
  - Control Schedule.

#### Module 7 – Project Cost Management

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- Define the four project management processes in the project schedule management knowledge area, and their inputs, tools, techniques and outputs
- Identify key concepts in project cost management, including tailoring processes to the needs of the project
- Understand the processes needed to develop an effective cost budget
- Understand the processes needed to manage and update the budget
- Understand and apply basic forecasting and earned value methods for project cost management
- Appreciate the role of uncertainty in planning including Monte Carlo
- Identify considerations for agile/adaptive environments in project schedule management
- Key references - *PMBOK® Guide* Chapter 7. Project Cost Management
  - Plan cost management
  - Estimate costs
  - Determine budget
  - Control costs

#### Module 8 – Project Quality Management

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- Understand the need to deliver quality that aligns with stakeholder's expectations and the project's defined scope of work to achieve customer satisfaction

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- Define the three project management processes in the project quality management knowledge area, and their inputs, tools, techniques and outputs
- Understand the reasons for and approaches to adapting quality management in different project environments
- Identify key concepts in project quality management, including tailoring processes to the needs of the project:
  - Understand the difference between quality and grade
  - Understand key techniques including statistical sampling, Pareto, Ishikawa and Control Charts
- Key references - *PMBOK® Guide* Chapter 8. Project Quality Management
  - Plan quality management
  - Manage quality
  - Control quality

#### **Module 9 – Project Resource Management**

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- Human Resource Planning
- Build Project Team
- Develop Project Team
  - Motivation theories
- Manage Project Team

#### **Module 10 – Project Communications Management**

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- Plan Communications Management
- Manage Communications
- Control communications

#### **Module 11 – Project Risk Management**

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Ch. 11

- Risk Management Planning
- Risk Identification
- Qualitative Risk Management
- Quantitative Risk Management
- Risk Response Planning
- Risk Monitoring and Control
- Issue management

#### **Module 12 – Project Procurement Management**

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- Procurement Planning
  - Plan Purchases and Acquisitions
  - Plan Contracting

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- Conduct Procurements
  - Request Seller Responses
  - Select Sellers
- Contract Administration
- Contract Closure

#### **Module 13 – Organisational Influences & Life Cycles**

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Ch. 2

- Project Management Context
  - Portfolios
  - Programs
  - Other management disciplines
- Project Lifecycle
  - Project phases
  - Product lifecycle
  - Transition planning
- Project Selection
  - Selection criteria
  - Business case
  - Value
- Organisational Influences
  - Governance, Maturity & OPM3
  - Project Environment
  - Process Assets & Environment Factors
  - Project Management Information System (PMIS)
  - Culture
  - Organisation Structures
  - Assumptions & constraints
  - Standards & regulations, compliance

#### **Module 14 – Exam Preparation and Revision**

- PMI-isms
- Revision
- Exam Techniques
- 100 Question Trial Exam

#### **Module 15 – Exam Practice and Support**

- PM final on-line exam simulator



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### Process Group Colour Key

Initiation = Green

Planning = Blue

Executing = Teal

Controlling = Dark Yellow

Closing = Red



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