

CAPM (2018 version)

Module Contents

Module 1 – Key Concepts

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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

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- 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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- Understand the components of a resource management plan and data representation techniques for managing project resources and the relationship between adequate resourcing, schedule activities and project duration
- Define the six project management processes in the project resource management knowledge area including their Inputs, tools, techniques and outputs
- Identify key concepts and trends in project resource management, including tailoring and special considerations for agile/adaptive environments
- Identify techniques for acquiring and developing a team, managing conflict, and resolving resource related problems
- Key references - *PMBOK® Guide* Chapter 8. Project Resource Management
 - Plan resource management
 - Estimate activity resources
 - Acquire resources
 - Develop team
 - Manage team
 - Control resources

Module 10 – Project Communications Management

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- Understand the vital role of effective communication within successful project management
- Identify communication skills and methods for use in project communications

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- Understand how to plan and execute effective project communications, including methods for information distribution, tailoring, and special considerations for agile/adaptive environments
- Appreciate the different types of communications and communication issues
- Recognize the dimensions of communication
- Appreciate the importance of effective performance reporting within the overall management of a project
- Understand the three project management processes in the project communication management knowledge area, including their Inputs, tools, techniques and outputs
- Key references - *PMBOK® Guide* Chapter 10. Project Communications Management
 - Plan resource management
 - Estimate activity resources
 - Acquire resources

Module 11 – Project Risk Management

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- Understand the importance and inevitability of uncertainty in the management of projects
- Understand peoples' differing attitudes to risk
- Understand the seven project management processes in the project risk management knowledge area, including their inputs, tools, techniques and outputs
- Identify the key documents in project risk management
- Know how to identify, evaluate and prioritise risks, and perform simple risk calculations
- Recognize when and how to adjust risk based on the project environment and the different ways of responding to risks
- Key references - *PMBOK® Guide* Chapter 11. Project Risk Management
 - Plan risk management
 - Identify risks
 - Perform qualitative risk analysis
 - Perform quantitative risk analysis
 - Plan risk responses
 - Implement risk responses
 - Monitor risks

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Module 12 – Project Procurement Management

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- Understand how to plan the project’s procurement function, and the options and source selection methods available for obtaining resources from outside of the organization
- Understand how to engage with suppliers and manage the procurement process
- Understand some of the basic legal principles involved in contracts and contract law including the various types of contracts, agreements
- Understand the basic principles of negotiation
- Understand the role of contract administration in efficient project delivery and the importance of efficient contract finalisation
- Understand the three processes in the project procurement management knowledge area including their inputs, tools, techniques and outputs
- Identify key concepts and tailoring considerations for project procurement management, including trends and emerging practices such as logistics and supply chain management
- Key references - *PMBOK® Guide* Chapter 12. Project Procurement Management
 - Plan procurement management
 - Conduct procurements
 - Control procurements

Module 13 – Organisational Influences & Life Cycles

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Ch. 2

- Understand the project management context and distinguish between organizational systems in relation to portfolios, programs and other management disciplines
- Recognize the hierarchy of projects, programs and portfolios
- Understand the project lifecycle and project phases, the overall product lifecycle and the importance of transition planning and clearly defining project boundaries.
- Understanding the key project selection methods, the business case, and the importance of creating value
- Identify the factors and assets that may impact the outcome of a project
- Be aware of the processes within the performing organization necessary to obtain approval and funds to initiate a project
- Understand the purpose and activities of a Project Management Office
- Appreciate the importance of the organization and its influence on the management of projects including:
- The role of organizational governance processes, project



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- governance, and organizational maturity
- The value of culture and diversity
- The effect of different organization structures
- Key references - *PMBOK® Guide* Chapter 2. The Environment in which Projects Operate

Module 14 – Exam Preparation and Revision

- Appreciate your readiness to sit the examination
- Understand the role of PMI-isms in selecting appropriate answers
- Appreciate some of the key ‘hot topics’ likely to be included in the examination
- Understand the examination process and what they need to do to be ready to sit for the examination
- Key references: *PMBOK® Guide* – in its entirety.

Module 15 – Exam Practice and Support

- PM final on-line exam simulator

Process Group Colour Key

Initiation = Green

Planning = Blue

Executing = Teal

Controlling = Dark Yellow

Closing = Red



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