



# **Syllabus**

*February 2013*

# 1 Introduction

The M\_o\_R Guide is intended to help organizations put in place an effective framework for risk management. This will help them make informed decisions about the risks that affect their strategic, programme, project and operational objectives.

The guide provides a route map for risk management, bringing together basic concepts, an approach, a process with a set of interrelated process steps, and pointers to more detailed sources of advice on risk management techniques and specialisms. It also provides advice on how the principles, approach and processes should be embedded, reviewed and applied differently depending on the nature of the objectives at risk.

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

The target audience for this document is:

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

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 M\_o\_R Foundation and Practitioner Design documents.

## 2 Foundation Qualification

### 2.1 Purpose of the Foundation Qualification

The purpose of the Foundation qualification is to confirm that a candidate has sufficient knowledge and understanding to contribute to the identification, assessment and control of risks across any organizational perspective. Their understanding will include the four elements of the M\_o\_R framework and how these support corporate governance.

The Foundation qualification is also a pre-requisite for the Practitioner qualification.

### 2.2 Target Audience

M\_o\_R Foundation is suitable for any organization or individual seeing the need for guidance on a controlled approach to identification, assessment and control risk at strategic, programme, project and operational perspectives. The Foundation qualification is aimed at:

- Business Change Managers
- Programme and Project Managers
- Risk Managers
- Business and Programme and Project Support staff and managers
- Operational staff and managers
- Staff and Managers from other disciplines, particularly those responsible for establishing standards and/or integrating them with MoP portfolio management, MSP programme management and PRINCE2 project management.

### 2.3 High-level Performance Definition of a Successful Foundation Candidate

Candidates should understand the structure, basic concepts and terminology within the M\_o\_R Guide. Specifically candidates should for any organizational perspective:

- Know the facts, terms, concepts and relationships between the four elements of the M\_o\_R framework (principles, approach, processes and embedding and reviewing)
- Understand how the M\_o\_R principles, approach, and processes are used
- Be able to identify the M\_o\_R framework documents and understand their uses and differences.

### 3 Practitioner Qualification

#### 3.1 Purpose of the Practitioner Qualification

The purpose of the Practitioner qualification is to confirm whether the candidate has achieved sufficient understanding of how to apply and tailor M\_o\_R in a scenario situation. A successful Practitioner candidate should, with suitable direction, be able to start applying an M\_o\_R approach to any organizational perspective but may not be sufficiently skilled to do this appropriately for all situations. Their individual risk management expertise, complexity of the organizational context and the support provided for the use of M\_o\_R in their work environment will all be factors that impact what the Practitioner can achieve.

#### 3.2 Target Audience

This qualification is aimed at anyone working within a corporate governance environment that has responsibilities for identifying, assessing, planning, or managing risks, or reporting on risk management activities across the organization.

#### 3.3 High-level Performance Definition of a Successful Practitioner Candidate

Candidates should be able to apply and understand how to tailor M\_o\_R effectively within an organization environment supporting M\_o\_R. Specifically candidates should for any organizational perspective:

- Understand the relationships between the four elements of the M\_o\_R framework
- Be able to apply the principles, approach, processes and techniques
- Be able to review and make recommendations to embed the M\_o\_R framework
- Be able to create and assess any of the M\_o\_R framework documents.

## 4 Learning Outcomes Assessment Model

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).

AXELOS has incorporated this into a Learning Outcomes Assessment Model which is used to provide a simple and systematic means for assessing and classifying the learning outcomes for AXELOS qualifications.

This structured approach helps to ensure:

- A clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the guidance
- Exam questions and papers are consistent and are created to a similar level of difficulty
- The Foundation qualification examines learning outcomes at levels 1 (knowledge) and 2 (comprehension). The Practitioner qualification tests learning outcomes at levels 2 (comprehension), 3 (application) and 4 (analysis).

M_o_R Learning Outcomes Assessment Model				
	1. Knowledge	2. Comprehension	3. Application	4. Analysis
Generic Definition from AXELOS Learning Outcomes Assessment Model	Know key facts, terms and concepts from the manual/guidance	Understand key concepts from the manual/guidance	Be able to apply key concepts relating to the syllabus area for a given scenario	Be able analyse and distinguish between appropriate and inappropriate use of the method/guidance for a given scenario situation
Qualification Learning Outcome Assessment Model	Know facts, including terms, concepts, roles and responsibilities from the guidance. Specifically, recall facts and terminology relating to: Principles Approach Process and supporting techniques Embedding and reviewing Perspectives Risk specialisms.	Understand the concepts, principles, processes, approach, organizational factors and roles and can explain how these influence the justification, design and implementation of an M_o_R approach at each perspective in the organization	For a given scenario, be able to demonstrate application of the M_o_R principles for each of the perspectives through: Creation of the documents which define the approach Use of the process steps, supported by the techniques Use of methods to embed M_o_R and review its effectiveness.	Be able to analyse and distinguish between appropriate and inappropriate use of the M_o_R guidance through appraisal of its application for a given scenario

## 5 Syllabus Areas

The syllabus is presented by syllabus areas. This is the unit of learning which may relate to a chapter from the manual/guidance or several concepts commonly grouped together in a training course module. The following syllabus areas are identified.

<b>Syllabus Area Code</b>	<b>Syllabus Area Title</b>
IG	Introduction & Glossary
PI	Principles
AP	Approach
PR	Process
ER	Embedding & Review
PE	Perspectives
CT	Common Techniques
RS	Risk Specialisms

## 6 Syllabus Presentation

For each syllabus area, learning outcomes for each learning level are identified. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics.

All Foundation level requirements are assumed to have been met for Practitioner level 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		Syllabus Area:		Foundation	Practitioner	Primary References
PG [2]		M_o_R Syllabus Area (XX) Theme [1]				
Level	Topic					
Know fact, terms and concepts relating to the syllabus area. [3] Specifically to recall:						
01 [4]	01 [5]	[6]		[7]		[8]
01	02					

Key to the Syllabus Area table

- |   |  |   |
|---|--|---|
| 1 | Syllabus Area                                    | Unit of learning, e.g. chapter of the reference guide or course module.   |
| 2 | Syllabus Area Code                               | A unique 2 character code identifying the syllabus area.  |
| 3 | Learning Outcome<br>(topic header shown in bold) | A statement of what a candidate will be expected to know, understand or do.   |
| 4 | Level  | Classification of the learning outcome against the AXELOS OTE Learning Outcomes Assessment Model.   |
| 5 | Topic Reference                                  | Number of the topic within the learning level.  |
| 6 | Topic Description                                | Description of what is required of the candidate to demonstrate that a learning outcome has been achieved at the qualification level indicated. |
| 7 | Foundation/Practitioner                          | Shows at which qualification level the topic is assessed.<br><br>N.B. A topic is only assessed at one qualification level.                      |
| 8 | Primary Reference                                | The main reference supporting the topic.  |

## 7 Important Points

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

- Questions based on a syllabus area may refer to material from several sections of the M\_o\_R Guide as stated in the primary reference section of the syllabus tables
- The Practitioner Common Techniques syllabus area includes a reference to The ABC Guide Part A – Techniques guide (hereafter known as the ABC Guide) which is available to candidates prior to

and during the Practitioner Examination. The ABC Guide provides supplementary information on the use of some but not all of techniques described in Appendix B of the M\_o\_R Guide.

## 7.1 M\_o\_R Guide References

The M\_o\_R Guide references provided should be considered to be indicative rather than comprehensive, i.e. there may be other valid references within the guidance.

In practice, at Practitioner level, questions based on a syllabus topic may require knowledge of material from other sections of the M\_o\_R Guide. This will be clear from the context of the question and the scenario.

## 8 Syllabus Exclusions

The table below identifies parts of the M\_o\_R Guide that are excluded from either the Foundation or Practitioner exam.

Reference	Description/Heading	Reasons/Limitation/ Application
Appendix B	Parts of Common Techniques	At Practitioner level only techniques identified in 'The ABC Guide Part A – Techniques guide' will be tested
Appendix E	Risk Specialisms	Excluded from Practitioner examination syllabus due to insufficient detail in the M_o_R Guide

IG		Introduction and Glossary (IG)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know facts, terms and concepts relating to M_o_R.</b>					
<b>Specifically to recall definitions of:</b>					
01	01	Risk management terms used in the M_o_R framework: <ol style="list-style-type: none"> <li>1. Risk</li> <li>2. Issue</li> <li>3. Threat</li> <li>4. Opportunity</li> </ol>	✓		1.2, Glossary Glossary 1.2, Glossary 1.2, Glossary
01	02	Corporate governance terms used in the M_o_R framework: <ol style="list-style-type: none"> <li>1. Risk exposure</li> <li>2. Risk management</li> <li>3. Corporate governance</li> </ol>	✓		1.2, Glossary 1.3, Glossary 1.6, Glossary
<b>Know facts, terms and concepts relating to the M_o_R approach, perspectives and the actions needed for effective risk management implementation.</b>					
<b>Specifically to recall:</b>					
01	03	The main elements of the M_o_R framework: <ul style="list-style-type: none"> <li>• Principles</li> <li>• Approach</li> <li>• Process</li> <li>• Embedding and reviewing</li> </ul>	✓		1.1, Fig 1.1
01	04	The actions needed for effective risk management (identify, assess, control (plan and implement))	✓		1.3,
01	05	The four perspectives and their relationship with long-term, medium-term and short-term goals	✓		1.7
<b>Understand how the M_o_R framework is used.</b>					
<b>Specifically to identify:</b>					
02	01	The purpose of each of the elements of the M_o_R framework	✓		1.1
02	02	How decisions about risk vary depending on whether the organizational objectives are: <ol style="list-style-type: none"> <li>1. Long-term</li> <li>2. Medium-term</li> <li>3. Short-term</li> </ol>	✓		1.7
02	03	How risk management supports better decision-making	✓		1.4, 1.7
02	04	How effective risk management is likely to improve performance against objectives	✓		1.4
02	05	How legislation and increased focus on formal risk management influences the drivers for an increased focus on risk management, corporate governance and internal control.	✓		1.5 – 1.6

IG		Introduction and Glossary (IG)	Foundation	Practitioner	Primary Manual Reference
02	06	The benefits of risk management	✓		1.4
02	07	The difference between a risk and an issue	✓		Glossary
<b>Be able to apply the M_o_R framework when implementing risk management throughout an organization or updating the current risk management practices for a given scenario.</b> <b>Specifically to:</b>					
03	01	Identify the benefits from implementing or improving on risk management		✓	1.4

PI		M_o_R Principles (PI)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts relating to the M_o_R principles. Specifically to recall:</b>					
01	01	That the principles are informed by corporate governance principles and ISO31000:2009	✓		2.1
01	02	Definitions of the terms describing the amount of risk an organization is willing to take: <ul style="list-style-type: none"> <li>1. Risk capacity</li> <li>2. Risk appetite</li> <li>3. Risk tolerance</li> </ul>	✓		2.2, Glossary 2.2, Glossary 2.6, Glossary
01	03	Definition of terms used to support decision making: <ul style="list-style-type: none"> <li>1. Key performance indicator (KPI)</li> <li>2. Early warning indicator (EWI)</li> </ul>	✓		2.6, Glossary 2.6, Glossary
01	04	The eight M_o_R principles: <ul style="list-style-type: none"> <li>1. The seven principles that enable risk management</li> <li>2. The principle that results from implementing risk management well</li> </ul>	✓		2.2 – 2.8 2.9
<b>Understand how the M_o_R principles are used and the main mechanisms (e.g. appetite, capacity, tolerance, EWI, KPI, etc.) that support them. Specifically to identify:</b>					
02	01	The purpose of each of the eight M_o_R principles: <ul style="list-style-type: none"> <li>1. Aligns with objectives</li> <li>2. Fits the context</li> <li>3. Engages stakeholders</li> <li>4. Provides clear guidance</li> <li>5. Informs decision-making</li> <li>6. Facilitates continual improvement</li> <li>7. Creates a supportive culture</li> <li>8. Achieves measurable value.</li> </ul>	✓		2.2 2.3 2.4 2.5 2.6 2.7 2.8 2.9
02	02	The outcome from satisfying each of the principles <ul style="list-style-type: none"> <li>1. Aligns with objectives</li> <li>2. Fits the context</li> <li>3. Engages stakeholders</li> <li>4. Provides clear guidance</li> <li>5. Informs decision-making</li> <li>6. Facilitates continual improvement</li> <li>7. Creates a supportive culture</li> <li>8. Achieves measurable value</li> </ul>	✓		2.2 2.3 2.4 2.5 2.6 2.7 2.8 2.9

PI		M_o_R Principles (PI)	Foundation	Practitioner	Primary Manual Reference
02	03	<p>How the principles support corporate governance and internal control:</p> <ol style="list-style-type: none"> <li>1. Aligns with objectives.</li> <li>2. Fits the context</li> <li>3. Engages stakeholders</li> <li>4. Provides clear guidance</li> <li>5. Informs decision-making</li> <li>6. Facilitates continual improvement</li> <li>7. Creates a supportive culture</li> <li>8. Achieves measurable value</li> </ol>	✓		2.1
02	04	The link between risk tolerance and escalation	✓		2.6
02	05	<p>The mechanisms that support each principle and the differences between them:</p> <ul style="list-style-type: none"> <li>• KPIs</li> <li>• EWIs</li> <li>• Tolerance threshold</li> <li>• Stakeholder analysis</li> <li>• Approach documents</li> <li>• Health check</li> <li>• Maturity model</li> <li>• Lessons learned</li> </ul>		✓	2.2 – 2.9
02	06	Understand how the principles provide the foundation for scalable and context-specific practices to be developed and refined		✓	2.2 – 2.9

AP		M_o_R Approach (AP)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts relating to the M_o_R approach. Specifically to recall:</b>					
01	01	The three documents that make up the central approach documents: <ul style="list-style-type: none"> <li>• Risk management policy</li> <li>• Risk management process guide</li> <li>• Risk management strategy</li> </ul>	✓		3.1
<b>Understand the contents of the nine M_o_R approach documents, how they relate to the principles and how they are applied throughout the M_o_R framework. Specifically to identify:</b>					
02	01	The purpose of each of the M_o_R documents <ol style="list-style-type: none"> <li>1. Risk management policy</li> <li>2. Risk management process guide</li> <li>3. Risk management strategy</li> <li>4. Risk Register</li> <li>5. Issue Register</li> <li>6. Risk improvement plan</li> <li>7. Risk communications plan</li> <li>8. Risk response plan</li> <li>9. Risk progress report</li> </ol>	✓		3.2 – 3.10, Appendix A
02	02	The concepts supporting the contents of the risk management policy: <ol style="list-style-type: none"> <li>1. The amount of risk an organisation can bear</li> <li>2. The amount of risk an organisation is willing to accept</li> <li>3. Risk tolerance thresholds – the levels of risk exposure which when exceeded will trigger an escalation</li> <li>4. Procedures for escalation and delegation between the different perspectives</li> </ol>	✓		Appendix A.1.1
02	03	The concepts supporting the contents of the risk management process guide: <ol style="list-style-type: none"> <li>1. The roles and responsibilities for the process, management structure of risk management, risk management tools and reviews and audits of the process</li> <li>2. The tools and techniques used to support the risk management process steps</li> <li>3. The templates, their purpose and locations</li> </ol>	✓		Appendix A.2.1

AP		M_o_R Approach (AP)	Foundation	Practitioner	Primary Manual Reference
02	04	<p>The concepts supporting the contents of the risk management strategy:</p> <ol style="list-style-type: none"> <li>1. Scales for estimating probability and impact</li> <li>2. Risk categories</li> <li>3. Risk appetite for the activity</li> <li>4. Risk tolerance thresholds for the activity</li> <li>5. Reporting lines, owners of contingent plans, duties of the risk manager and primary participants in the risk management process</li> </ol>	✓		Appendix A.3.1
02	05	<p>The components of the risk register:</p> <ul style="list-style-type: none"> <li>• Risk description</li> <li>• Risk category</li> <li>• Probability</li> <li>• Impact</li> <li>• Proximity</li> <li>• Risk status</li> <li>• Risk response actions</li> </ul>	✓		Appendix A.4.1
02	06	In a risk description, the difference between cause, event and effect	✓		Appendix B.3.9
02	07	The relationship between the nine M_o_R approach documents	✓		3.11
02	08	<p>The recommended contents of the:</p> <ol style="list-style-type: none"> <li>1. Risk management policy</li> <li>2. Risk management process guide</li> <li>3. Risk management strategy</li> <li>4. Risk register</li> <li>5. Issue register</li> <li>6. Risk improvement plan</li> <li>7. Risk communications plan</li> <li>8. Risk response plan</li> <li>9. Risk progress report</li> </ol>		✓	Appendix A
02	09	<p>The factors that should be considered in the creation of the M_o_R approach documents:</p> <ul style="list-style-type: none"> <li>• Size and complexity of organization</li> <li>• Grouped organization with individual organizations comprising the group</li> <li>• Operating divisions within individual organizations</li> <li>• Cross-border operating divisions</li> </ul>		✓	3.1 – 3.2, 3.11 Appendix A

PR		M_o_R Processes (PR)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts of the M_o_R process.</b>					
<b>Specifically to recall:</b>					
01	01	That risk management is an iterative process	✓		4.1
01	02	Definitions of the terms used in the process steps and sub-steps: 1. Probability (inherent and residual) 2. Impact (inherent and residual) 3. Proximity	✓		4.6 – 4.9, Glossary
01	03	The steps in the M_o_R process 1. The primary steps in the M_o_R process 2. The sub-steps in the Identify and Assess steps 3. The sequence of the steps	✓		4.1, 4.4 – 4.9 4.1, 4.4 – 4.7 4.1, 4.4 – 4.9
01	04	The common terminology used to describe each step: • Goals • Inputs • Outputs • Techniques • Tasks	✓		4.1, 4.4 – 4.9
01	05	The common process barriers to success to implementing the risk management process	✓		4.2
<b>Understand how the M_o_R process is used to identify, assess and control risk.</b>					
<b>Specifically to identify:</b>					
02		The goal of the:			4.4 – 4.9
	01	Identify – Context step	✓		
	02	Identify - Risks step	✓		
	03	Assess - Estimate step	✓		
	04	Assess – Evaluate step	✓		
	05	Plan step	✓		
	06	Implement step	✓		
02		Which of the nine M_o_R framework documents are developed, used or updated in the:			4.4 – 4.9
	07	Identify – Context step	✓		
	08	Identify – Risks step	✓		
	09	Assess - Estimate step	✓		
	10	Assess – Evaluate step	✓		
	11	Plan step	✓		

PR		M_o_R Processes (PR)	Foundation	Practitioner	Primary Manual Reference
	12	Implement step	✓		
02	13	The difference between inherent, secondary and residual risks	✓		Appendix A.4.1, Glossary
02	14	The difference and relationship between risk owner and risk actionee	✓		Glossary
02	15	The part played by communications throughout the process		✓	4.3
02	16	Stakeholders and their importance to the identification, assessment and control of risk		✓	4.4 – 4.9

ER		Embedding and reviewing (ER)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts relating to Embedding and reviewing of risk management into the culture of an organization.</b> <b>Specifically to recall definitions of terms used in Embedding and reviewing the implementation of risk management:</b>					
01	01	1. Risk management health check	✓		5.2
		2. Risk management maturity model	✓		5.2
<b>Understand the need for integrating risk management into the culture of an organization.</b> <b>Specifically to identify:</b>					
02	01	The purpose of embedding and reviewing risk management	✓		5.1, 5.2
02	02	The purpose of a risk management health check	✓		5.2, Appendix C.1
02	03	The purpose of a risk management maturity model	✓		5.2, Appendix D.4
02	04	Ways to measure value in implementing risk management	✓		5.4
02	05	Ways to: <ul style="list-style-type: none"> <li>Overcome barriers</li> <li>Obtain and develop senior management commitment and support</li> <li>Build and develop a risk-aware organizational culture</li> </ul>	✓		5.5
02	06	Opportunities and trigger points to emphasize support and commitment to risk management and establish a continual cycle of review and improvement.	✓		5.6, 6.2.6, 6.3.6, 6.4.6, 6.5.6
02	07	The similarities and differences between a risk management health check and a risk management maturity model	✓		5.1, 5.2, Appendix C, Appendix D
02	08	Issues relating to embedding and reviewing risk management		✓	5.1, 5.3, 5.5
<b>Be able to apply and tailor the methods for Embedding and reviewing risk management when implementing or updating risk management for a given scenario.</b> <b>Specifically to identify how to apply methods, actions and responsibilities for:</b>					
03	01	Obtaining and developing senior management commitment and support		✓	5.5
03	02	Building and developing a risk-aware culture		✓	5.5

PE		Perspectives (PE)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts of the M_o_R perspectives. Specifically to recall definitions of terms used in the perspectives:</b>					
01	01	1. Contingency  2. Enterprise Risk Management (ERM)  3. Central Risk Function	✓		6.4.5, 6.5.2, Table B.9  6.1, 6.7  6.2.7, Table 6.1
<b>Understand how the M_o_R perspectives are used. Specifically to identify:</b>					
02	01	The purpose of each perspective	✓		6.1
02	02	How the principle 'aligns with objectives' is applied and the focus of concern for each perspective: 1. <u>Strategic</u> 2. <u>Programme</u> 3. <u>Project</u> 4. <u>Operational</u>	✓		6.2.1, 6.3.1, 6.4.1, 6.5.1
02	03	How the principle 'fits the context' is applied and the typical areas of uncertainty for each perspective: 1. <u>Strategic</u> 2. <u>Programme</u> 3. <u>Project</u> 4. <u>Operational</u>	✓		6.2.2 6.3.2 6.4.2 6.5.2
02	04	How the principle 'engages stakeholders' is applied and the likely stakeholder groups at each perspective: 1. <u>Strategic</u> 2. <u>Programme</u> 3. <u>Project</u> 4. <u>Operational</u>	✓		6.2.3 6.3.3 6.4.3 6.5.3

PE		Perspectives (PE)	Foundation	Practitioner	Primary Manual Reference
02	05	How the principle 'provides clear guidance' is applied to each perspective: <ol style="list-style-type: none"> <li>1. <u>Strategic</u></li> <li>2. <u>Programme</u></li> <li>3. <u>Project</u></li> <li>4. <u>Operational</u></li> </ol>	✓		6.2 Appendix A 6.3 Appendix A 6.4 Appendix A 6.2 Appendix A
02	06	The risk management responsibilities of the senior team <ul style="list-style-type: none"> <li>• Writes and owns the risk management policy</li> <li>• Defines the overall risk appetite</li> <li>• Reviews the risk management strategy</li> </ul>	✓		6.8, Table 6.1
02	07	The risk management responsibilities of the senior manager appointed to represent the senior team: <ul style="list-style-type: none"> <li>• Ensures appropriate governance and internal controls are in place</li> <li>• Defines and monitors risk tolerances</li> <li>• Ensures adequate resources are available to implement the risk management strategy</li> </ul>	✓		6.8, Table 6.1
02	08	The risk management responsibilities of the manager: <ul style="list-style-type: none"> <li>• Ensures that risk registers, risk reviews and escalation process are in place</li> <li>• Validates risk assessments</li> </ul>	✓		6.8, Table 6.1
02	09	The risk management responsibilities of assurance: <ul style="list-style-type: none"> <li>• Assures the senior team that risk accountabilities exist</li> <li>• Assures compliance with internal controls</li> <li>• Makes formal assessments of management of risk implementation</li> </ul>	✓		6.8, Table 6.1
02	10	The risk management responsibilities of the risk specialist: <ul style="list-style-type: none"> <li>• Carries out ongoing management of risk maturity assessments</li> <li>• Prepares risk management strategies</li> <li>• Develops plans to improve management of risk</li> <li>• Develops management of risk guidance and training</li> </ul>	✓		6.8, Table 6.1

PE		Perspectives (PE)	Foundation	Practitioner	Primary Manual Reference
02	11	The risk management responsibilities of the team: <ul style="list-style-type: none"> <li>Participates in identification, assessment, planning and management of threats and opportunities</li> <li>Escalates risk as necessary as defined by the risk management policy</li> </ul>	✓		6.8, Table 6.1
02	12	The purpose of integrating risk management across the perspectives		✓	6.1, 6.7
02	13	The performance and process measures of value enabled by risk management		✓	6.6
<p><b>Be able to apply and tailor the M_o_R framework to organizational perspectives when implementing or updating risk management for a given scenario. Specifically to identify appropriate tasks, techniques, responsibilities and information when implementing the M_o_R principles to:</b></p>					
		<ol style="list-style-type: none"> <li>Support corporate governance and internal control</li> <li>Ensure that the principles, approach and process are embedded, reviewed and applied differently depending on the nature of the objectives at risk</li> <li>Identify the contribution effective risk management makes to organizational performance</li> <li>Produce and tailor using the recommended composition, the nine M_o_R framework documents</li> <li>Apply the M_o_R process steps and sub-steps</li> <li>Apply the methods for embedding and reviewing risk management</li> <li>Identify the role played by stakeholders and assign the risk management roles and responsibilities to scenario roles</li> <li>Apply a risk management health check and /or risk maturity model on an organizational activity</li> <li>Escalate (and delegate) risks between perspectives</li> </ol>			
03	01	For the Strategic perspective		✓	4.4 – 4.9, 6.2, 6.8, Appendix A, Appendix B, Appendix C, Appendix D, ABC Guide
03	02	For the Programme perspective		✓	4.4 - 4.9, 6.3, 6.8, Appendix A, Appendix B, Appendix C, Appendix D, ABC Guide
03	03	For the Project perspective		✓	4.4 - 4.9, 6.4, 6.8, Appendix A, Appendix B, Appendix C, Appendix D, ABC Guide

PE		Perspectives (PE)	Foundation	Practitioner	Primary Manual Reference
03	04	For the Operational perspective		✓	4.4 - 4.9, 6.5, 6.8, Appendix A, Appendix B, Appendix C, Appendix D, ABC Guide
		<b>Be able to identify, analyse and distinguish between appropriate and inappropriate application of the M_o_R principles at each perspective for a given scenario</b> <b>Specifically to analyse with reasons whether :</b>			
		<ol style="list-style-type: none"> <li>1. The application of the M_o_R principles are fit for purpose and suitable for supporting corporate governance and internal control</li> <li>2. The perspective performance and process measures are appropriately applied and consistent with the M_o_R principles</li> <li>3. Activities undertaken during the execution of the risk management process are appropriate</li> <li>4. The nine M_o_R documents using the recommended composition, are fit for purpose</li> <li>5. The assignment of risk management responsibilities to scenario roles are fit for purpose and the correct roles have been involved in the development and use of an appropriate M_o_R framework for the perspective</li> <li>6. An M_o_R process technique has been applied appropriately as described in both the M_o_R Guide and the ABC Guide</li> <li>7. A risk management health check and /or risk maturity model has been appropriately applied on an organizational activity and is fit for purpose</li> </ol>			
04	01	For the Strategic perspective		✓	4.4 – 4.9, 5.2, 6.2, 6.6, 6.8, Appendix A, Appendix B, ABC Guide
04	02	For the Programme perspective		✓	4.4 – 4.9, 5.2, 6.3, 6.6, 6.8, Appendix A, Appendix B, ABC Guide
04	03	For the Project perspective		✓	4.4 – 4.9, 5.2, 6.4, 6.6, 6.8, Appendix A, Appendix B, ABC Guide
04	04	For the Operational perspective		✓	4.4 – 4.9, 5.2, 6.5, 6.6, 6.8, Appendix A, Appendix B, ABC Guide

CT		Common Techniques (CT)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts of the M_o_R techniques. Specifically to recall definitions of the terms used in the:</b>					
01	01	Risk description technique: <ul style="list-style-type: none"> <li>1. Cause</li> <li>2. Event</li> <li>3. Effect</li> </ul>	✓		B.3.9
01	02	Risk response planning technique: <ul style="list-style-type: none"> <li>1. Avoid a threat</li> <li>2. Exploit an opportunity</li> <li>3. Reduce a threat</li> <li>4. Enhance an opportunity</li> <li>5. Transfer the risk</li> <li>6. Share the risk</li> <li>7. Accept the risk</li> <li>8. Prepare contingent plans</li> </ul>	✓		Appendix B.6.1 /Table B.9
<b>Understand how the M_o_R techniques are used. Specifically to identify:</b>					
02	01	How the PESTLE analysis, SWOT analysis and horizon scanning techniques are used for understanding the context of an organizational activity	✓		Appendix B.2.2 – B.2.4, ABC Guide
02	02	The relationships between a stakeholder analysis, an influence/interest matrix and a RACI diagram and how they are used for understanding stakeholders' interests	✓		Appendix B.2.1, ABC Guide
02	03	How a probability impact grid and a summary risk profile are used for visualizing the total risk to an activity	✓		Appendix B.2.5, Appendix B.5.1, ABC Guide
02	04	How the checklist, prompt list, risk breakdown structure and a cause and effect diagram assist in identifying risks	✓		Appendix B.3.1 – B.3.3, ABC Guide
02	05	How the avoid and reduce responses are used to respond to threats	✓		Appendix B.6.1, Table B.9
02	06	How the exploiting and enhancing responses are used to respond to opportunities	✓		Appendix B.6.1, Table B.9
02	07	How the 'transfer the risk', 'share the risk' and 'accept the risk' are used to respond to risks	✓		Appendix B.6.1, Table B.9
02	08	The relationship between 'prepare contingent plans' and the 'reduce the threat' / 'enhance the opportunity' plan responses	✓		Appendix B.6.1, Table B.9
02	09	How the probability assessment, impact assessment, proximity assessment and expected value assessment techniques are used for risk estimation	✓		Appendix B.4

CT		Common Techniques (CT)	Foundation	Practitioner	Primary Manual Reference
02	10	How brainstorming, nominal group technique and Delphi technique are used to assist in identifying risks		✓	Appendix B.3.4
02	11	How questionnaires and individual interviews are used to assist in identifying risks		✓	Appendix B.3.5 – B.3.6
02	12	How assumptions analysis and constraints analysis are used to understand how the objectives of an activity can be affected		✓	Appendix B.3.7 – B.3.8
02	13	The relationship between probability, impact and expected value		✓	Appendix B.4.1, Appendix B.4.3 – B.4.4
02	14	How an expected value assessment for individual risks and a summary expected value are used for an organizational activity		✓	Appendix B.4.4, Appendix B.5.2, ABC Guide
02	15	The situations where a technique would be appropriate: <ul style="list-style-type: none"> <li>1. Expected value</li> <li>2. Monte Carlo simulation</li> <li>3. Sensitivity analysis</li> <li>4. Probability tree</li> <li>5. Decision Tree</li> <li>6. Cost benefit analysis</li> <li>7. Summary Risk Profile</li> <li>8. Exposure Trends</li> </ul>		✓	Appendix B: 5.2 5.3 5.4 5.5 6.2 6.3 7.1 7.2 ABC Guide
02	16	Benefits and limitations of each technique		✓	Appendix B

RS		Risk Specialisms (RS)	Foundation	Practitioner	Primary Manual Reference
Level	Topic				
<b>Know the facts, terms and concepts of the M_o_R risk specialisms. Specifically to recall:</b>					
01	01	The types of risk specialisms: <ol style="list-style-type: none"> <li>1. Business continuity management</li> <li>2. Incident and crisis management</li> <li>3. Health and safety management</li> <li>4. Security risk management</li> <li>5. Financial risk management</li> <li>6. Environmental risk management</li> <li>7. Reputational risk management</li> <li>8. Contract risk management</li> </ol>	✓		Appendix E
01	02	That specialisms have developed as organizations have applied particular approaches to managing specific types of risks	✓		1.8
<b>Understand how the M_o_R risk specialisms are used. Specifically to identify:</b>					
02	01	The purpose and scope of each risk management specialism as listed in RS0101	✓		Appendix E