



businessagility.works®
Foundation



Syllabus v1.4
January 2021

1 Introduction

This syllabus covers the Foundation level of the examination for the businessagility.works® (BAW) framework.

The framework body of knowledge is available online at the following URL:

<https://businessagility.works>

This online body of knowledge contains all the relevant information to study and pass the Foundation certification exam. Accordingly, syllabus references refer specifically to the online body of knowledge.

The primary purpose of the syllabus is to provide a basis for accreditation of people involved with BAW. It documents the learning outcomes related to the use of BAW and describes the scope of the (ADDED IN 2.2) 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
- APMG 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 *BAW* Foundation exam 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 businessagility.works framework to act as an informed member of an organisation that is planning, implementing, or enhancing a customer-centric, agile operating framework.

2.2 Target Audience

The Business Agility Certification Scheme supports the learning requirements of individuals and organizations who want to understand, adopt, and adapt good practices for increasing business agility.

The target audience includes all working professionals that are required to adopt agile operating models (including shared goal, enablers, principles, and value streams) for competitive advantage.

2.3 High Level Performance Definition of a Successful Foundation Candidate

The candidate should be able to:

1. Recall the history, value, and challenges of business agility
2. Describe the 4 Dimensions of the businessagility.works® framework:
 - The Goal
 - The Enablers
 - The Rules
 - The Agile Value Streams
3. Create a plan to implement the businessagility.works® framework:
 - Identify the Product / Service
 - Assign The Enablers
 - Define The Goal
 - Baseline your current level of agility
 - Prioritise The Rules and The Agile Value Streams
 - Building a Business Agility - Centre of Excellence (COE)

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).

BAW 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, key facts, concepts, principles, and practices from the reference material.	Understand key facts, concepts, principles, and practices from the reference material.	Be able to: (i) Apply the businessagility.works® framework to implement agile operating models within the Customer, Team and Leader domains. (ii) Select and apply appropriate agile practices within each value stream for the Customer, Team, or Leader domains.	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the guidance given in the businessagility.works® framework for a given scenario situation

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
Code e.g. BC, OR etc	
F1	History, Value and Challenges
F2	Framework Overview
F3	The Goal
F4	The Enablers
F5	The Rules and The Agile Value Streams
F6	Implementing the Framework

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		Syllabus Area :	Foundation	Practitioner	Primary References
F1 [2]		History, Value and Challenges [1]			
Level	Topic				
Recall terms, key facts, concepts, principles, and practices from the reference material. [3] Specifically, to recall:					
01 [4]	01 [5]	[6] What is the history and evolution of Business Agility?	[7] Y		[8] 1.1

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.

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
F1		History, Value and Challenges			
Level	Topic				
Recall terms, key facts, concepts, principles, and practices from the reference material.					
Specifically, to recall:					
01	01	What is the history and evolution of Business Agility?	Y		1.1
01	02	What is Lean?	Y		1.2
01	03	What is the Theory of Constraints?	Y		1.3
01	04	What is Agile Software Development?	Y		1.4
01	05	What is DevOps?	Y		1.5
01	06	What is Business Agility?	Y		1.6
Understand key facts, concepts, principles, and practices from the reference material.					
Specifically, to identify:					
02	01	The new competitive advantage	Y		1.7
02	02	The benefits and limitations of Lean, Agile and DevOps?	Y		1.2, 1.4, 1.5
02	03	Market Challenge 1 - Customer-Centricity	Y		1.8.1
02	04	Market Challenge 2 - VUCA	Y		1.8.2
02	05	Market Challenge 3 - New Technology	Y		1.8.3
02	06	Internal Challenge 1 - Resistance to Change	Y		1.9.1
02	07	Internal Challenge 2 - Functional Siloes	Y		1.9.2
02	08	Internal Challenge 3 - Multitasking	Y		1.9.3
02	09	Internal Challenge 4 - Bottlenecks	Y		1.9.4
02	10	Internal Challenge 5 - Mindset	Y		1.9.5
02	11	Internal Challenge 6 - People Management	Y		1.9.6
02	12	Internal Challenge 7 - Time	Y		1.9.7

Syllabus Area Code		Syllabus Area : Framework Overview	Foundation	Practitioner	Primary References
F2					
Level	Topic				
		Recall terms, key facts, concepts, principles, and practices from the reference material.			
		Specifically, to recall:			
01	01	What is The Goal of Business Agility?	Y		2.1
01	02	Who are The Enablers of Business Agility?	Y		2.2
01	03	What are The Rules of Business Agility?	Y		2.3
01	04	What are The Agile Value Streams of Business Agility?	Y		2.4

Syllabus Area Code		Syllabus Area : The Goal	Foundation	Practitioner	Primary References
F3					
Level	Topic				
		Understand key facts, concepts, principles, and practices from the reference material.			
		Specifically, to identify:			
02	01	How to measure speed?	Y		3.1
02	02	How to measure consistency?	Y		3.2
02	03	How to measure sustainability?	Y		3.3

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
F4		The Enablers			
Level	Topic				
Understand key facts, concepts, principles, and practices from the reference material. Specifically, to identify:					
02	01	The shared responsibilities of an Agile Customer	Y		4.1
02	02	Critical Success Factors and challenges for Agile Customer's	Y		4.1.1
02	03	The shared responsibilities of an Agile Team	Y		4.2
02	04	Critical Success Factors and challenges for Agile Team's	Y		4.2.1
02	05	The shared responsibilities of an Agile Leader	Y		4.3
02	06	Critical Success Factors and challenges for Agile Leader's	Y		4.3.1

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
F5		The Rules and Agile Value Streams			
Level	Topic				
Understand key facts, concepts, principles, and practices from the reference material. Specifically, to identify the objectives, actions, and value of:					
02	01	Rule 1 - Realise a Shared Vision	Y		5.1
02	02	Rule 2 - Maximise Autonomy	Y		5.2
02	03	Rule 3 - Realise Value Quickly	Y		5.3
02	04	Rule 4 - Minimise Waste	Y		5.4
02	05	Rule 5 - Use Data to Drive Decisions	Y		5.5
02	06	Rule 6 - Continually Develop Competencies	Y		5.6
02	07	Rule 7 - Learn and Have Fun Together	Y		5.7

Syllabus Area Code		Syllabus Area :	Foundation	Practitioner	Primary References
F6		Implementing the Framework			
Level	Topic				
Recall terms, key facts, concepts, principles, and practices from the reference material.					
Specifically, to recall the purpose of:					
01	01	Identifying your Product / Service			6.1
01	02	Assigning The Enablers			6.2
01	03	Defining The Goal			6.3
01	04	Measuring Business Agility	Y		6.4
01	05	Prioritising the Rules and Agile Value Steams	Y		6.5
01	06	The Business Agility - Centre of Excellence (COE)	Y		6.6
Understand key facts, concepts, principles, and practices from the reference material.					
Specifically, to identify:					
02	01	How to baseline the level of agility within your existing operating model	Y		6.4.1
02	02	How to prioritise The Rules and The Agile Value Steams	Y		6.5.1
02	03	How to design a COE Blueprint	Y		6.6.1
02	04	How to implement a COE Blueprint	Y		6.6.2
02	05	How to measure the maturity and value of the COE	Y		6.6.3