

Association of Strategic Alliance Professionals CAAM Examination Detailed Content Outline	Items			
	Cognitive Level			Total
	Recall	Application	Analysis	
Open cells show an examination could include items from indicated cognitive levels. Shaded cells prevent appearance of items on examinations.				
<b>A CAAM will manage an ongoing alliance, but is not expected to manage the entire alliance lifecycle.</b>				
<b>I. ALLIANCE CAPABILITIES</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>15</b>
<b>A. Governance Structure</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>5</b>
1. Explain the alliance mission statement and value proposition				
2. Explain alliance scope and operations principles				
3. Explain alliance teams and roles				
4. Explain alliance executive sponsorship roles				
5. Explain executive mapping				
<b>B. Alliance Lifecycle</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>6</b>
1. Conduct partner profiling				
2. Perform alliance business planning				
3. Formulate and track alliance success metrics				
4. Perform alliance management and reporting				
5. Conduct knowledge transfer				
6. Drive solutions and initiative development				
7. Identify conditions that indicate an alliance should be terminated or regenerated				
<b>C. Conflict Resolution</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
1. Resolve conflicts at the peer level				
2. Escalate problems through the agreed governance process				
3. Recommend external sources of resolution (e.g., arbitration, mediation)				
<b>II. SPECIFIC SKILLS DEVELOPMENT AND MASTERY</b>	<b>16</b>	<b>27</b>	<b>17</b>	<b>60</b>
<b>A. Strategic Alignment</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>6</b>
1. Communicate clearly the alignment with corporate strategy				
2. Describe networks and portfolios				
3. Support an alliance capability building program				
4. Articulate partners' business objectives				
<b>B. Alliance Governance</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>
1. Execute an established alliance governance model				
2. Demonstrate norms and values of the alliance				
<b>C. Alliance Operational Model</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>
1. Define an operational model relevant to the scope, objectives, and activities of the alliance				
2. Implement an operational model relevant to the scope, objectives, and activities of the alliance				
<b>D. Alliance Launch</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>5</b>
1. Execute an effective alliance launch plan				
2. Clarify roles of alliance stakeholders				
3. Identify and confirm resource commitments				
4. Communicate shared objectives with virtual teams				

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5. Define and align to rules of engagement among team members				
6. Communicate what can be shared and what cannot be shared				
<b>E. Organizational Alignment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>6</b>
1. Support organizational alignment between functional organizations and management hierarchy				
2. Relate alliance objectives to execution responsibilities				
3. Solicit commitment and accountability to alliance objectives				
<b>F. Alliance Metrics and Value Measurement</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>7</b>
1. Assess value of alliance relationship				
2. Check progress against performance metrics				
3. Monitor the alliance's overall impact on a business				
4. Conduct alliance evaluation/alliance health check				
<b>G. Alliances Across a Value Network</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>7</b>
1. Identify similarities among developmental (e.g., discovery, research), production (e.g., supply), non-profit (e.g., governmental, NGO, academic) and go-to-market (e.g., marketing, sales, channels) alliances				
2. Identify differences among developmental (e.g., discovery, research), production (e.g., supply), non-profit (e.g., governmental, NGO, academic) and go-to-market (e.g., marketing, sales, channels) alliances				
3. Identify new opportunities				
4. Define alliance value proposition				
5. Execute on value creation				
<b>H. Alliance Negotiations</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>
1. Explain how alliance negotiations differ from traditional relationship negotiations				
2. Determine negotiation strategy				
3. Assemble negotiation teams and define roles				
4. Identify contractual terms and conditions critical to meeting the organization's alliance objectives				
<b>I. Planning, Implementing, and Monitoring</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>
1. Prepare a detailed (e.g., objectives, milestones, metrics, resources) implementation plan with partner(s)				
2. Establish effective communication channels				
3. Implement the work plan				
4. Track alliance progress and make adjustments, if necessary				
<b>J. Corporate Relationship Management</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>5</b>
1. Build relationships at several management levels within and across organizations				
2. Build trust and influence with alliance/project stakeholders				
3. Manage differences in company cultures				
4. Promote alliances' value across the organization				

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<b>K. Cultural Considerations</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>
1. Define cultural and regional issues of locations where the alliance is operating				
2. Adapt models to address regional cultures				
<b>L. Termination and/or Transformation</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>
1. Assess whether the alliance should be transformed or terminated				
2. Termination				
a. create a plan for ending the alliance				
b. negotiate specific termination provisions				
c. secure required protections and partner limitations				
d. establish processes needed to carry on residual and future business				
e. communicate status of the alliance transition internally and externally				
3. Transformation				
a. determine the new value proposition reflecting the new strategic intent				
b. determine to what stage of the lifecycle the alliance should return				
c. communicate the status of the alliance transition internally and externally				
4. Document any lessons learned				
<b>Totals</b>	<b>20</b>	<b>35</b>	<b>20</b>	<b>75</b>