

Syllabus OBM Foundation Level training

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Overview

Organizational Behavior Management (OBM) is about improving organizational performance. To be able to increase organizational performance one needs to build the right behavior. Human behavior is the key to improving quality and performance.

Summary

The OBM Foundation Certificate requires an understanding of the basics of behavior analysis and behavior management. These are based on proven scientific principles and hundreds of case studies worldwide (applied behavior science).

Target group

OBM Foundation Level training is intended for everyone having an interest in effectively improving performance of a team, process, practice, value stream, department or company, by focussing on human behavior. Improve performance by building the right behavior.

Prerequisites

People attending this course should have at least a Secondary vocational education. Some experience in the field of people management, process management or organizational change is a plus.

Examination type

The OBM Foundation exam is computer based. The exam consists out of 40 multiple choice questions. For every question there is a single correct answer.

Indication study load

Experience demonstrates that, generally speaking, people require about 6 to 8 hours to prepare for the exam, depending on the level of education, current knowledge and experience in the field.

Practical assignments

Not applicable for this exam.

Time allotted for examination

60 minutes.

Exam details

Number of questions:	40
Pass mark:	70% (28 out of 40)
Open book/notes:	no
Electronic equipment/aides permitted:	no

Training**Group size**

There is no prescribed limit for both minimum and maximum.

Contact hours

The minimum number of contact hours for this training course is 16. This includes group assignments, exam preparation and short breaks. This number of hours does not include homework, logistics for exam preparation and lunch breaks.

Training provider

The training can be sold by companies that have a Certified Partner status with OBM Dynamics B.V. (or are an official reseller of such a partner) and that hire or employ one or more Certified OBM Foundation Instructors to deliver the training and invigilate the exam. To facilitate the latter, Certified Partners are also Accredited Training Organisations or Individual Trainers with APMG International. Partners buy licenses from OBM Dynamics B.V. for the Training Materials (one license per training participant). Only participants for whom a license was obtained can take the exam (to be obtained separately from APMG International). A list of Certified Partners and Certified Instructors will be made available on <https://obmdynamics.nl>

Exam requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements). The weight of the different topics in the exam is expressed as a percentage of the total.

Exam requirement	Exam specification	Weight (%)
1. General introduction to Behavior management		12.5 %
2. Principles of behavior management		
	2.1. Performance	
	2.2. Antecedents	
	2.3. Behavior	
	2.4. Consequences	
	2.5. ABC Model	
	2.6. Consequence analysis	
	2.7. behavioral change, the pitfalls	
		40%
3. Applying behavior management		
	3.1. Responding to problem behavior	
	3.2. Reinforcement	
	3.3. Schedules of reinforcement	
		20%
4. Improving performance		
	4.1. Performance improvement plan (PIP)	
	4.2. Protocol for Organizational Behavior Management	
		27.5%
Total		100%

Exam specifications

1. General introduction to Behavior Management (15%)

- a. The candidate can explain the following concepts
 - i. Experimental Behavior Analysis
 - ii. Applied Behavior Analysis
 - iii. OBM
- b. The candidate understands the following concepts
 - i. Performance
 - ii. Result
 - iii. Leave-it Test
- c. The candidate can name the types of behavior
 - i. Respondent behavior
 - ii. Operant behavior
- d. The candidate can distinguish behavior from non-behavior by example
 - i. VGAS
- e. The candidate understands the basic principles of
 - i. Classic conditioning (Pavlov)
 - ii. Operant conditioning (Skinner)

2. Principles of Behavior Management (35%)

- a. The candidate can name the four functions of behavior
 - i. Sensory stimulation, biological causes
 - ii. Escape
 - iii. Attention
 - iv. Tangibles and preferred items
- b. The candidate can explain
 - i. the ABC Model
 - ii. the ABC Analysis
 - iii. the Consequence Analysis
 - iv. the three pitfalls for behavioral change
 - v. Extra effort
- c. The candidate can name four types of consequences
 - i. Explain the relative weight of consequences
 - ii. Explain the role of Dopamine in reinforcement
- d. The candidate understands the following concepts
 - i. Antecedents
 - ii. Consequences
 - iii. Reinforcers
 - iv. Reinforcement (positive, negative)
 - v. Satiation
 - vi. Deprivation
 - vii. Extinction
 - viii. Resurgence
 - ix. Recovery

3. Applying Behavior Management (35%)

- a. The candidate can name three ways of responding to problem behavior
 - i. Extinction
 - ii. Correcting
 - iii. Differential Reinforcement of Alternative Behavior (DRA)
- b. The candidate can name and give examples of Schedules of reinforcement
- c. The candidate understands the purpose of the Performance Improvement Plan (PIP)

4. Improving Performance (15%)

- a. The candidate can name the 7 steps of the '*Protocol for Organizational Behavior Management*'
- b. The candidate understands the basic concepts and role of each step of the Protocol
 - i. Specify performance
 - ii. Measure performance
 - iii. Perform ABC Analysis
 - iv. Organize Performance feedback
 - v. Set (sub)goals
 - vi. Reinforce (R+)
 - vii. Evaluate, adjust and conclude
- c. The candidate understands the following concepts
 - i. MACRO
 - ii. Measurement category
 - iii. Sandwich feedback
 - iv. Shaping
 - v. Dead Man's Test
 - vi. Punishment Trap
- d. The candidate can name the four errors in delivering R+
 - i. Perception error
 - ii. Contingency error
 - iii. Delay error
 - iv. Frequency error

List of basic concepts

This chapter contains the terms with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

For concepts whose abbreviation and full name are included in the list, both can be examined separately.

1	ABC Analysis
2	ABC Model
3	Result
4	Antecedent (characteristics, examples)
5	Applied Behavior Analysis
6	Activity Trap
7	Baseline
8	Behavior (respondent, operant)
9	Behavior Analysis
10	Specification (behavior and result)
11	Consequences, four types of, relative weight
12	Consequence Analysis
13	Schedules of reinforcement (types, examples)
14	Correcting
15	Judging and Counting
16	Dead Man's Test
17	Four functions of behavior
18	Deprivation
19	DRA (differential reinforcement of alternative behavior)
20	Extra effort
21	Extinction
22	Extinction Burst
23	Performance Feedback
24	Goal setting, sub-goal setting
25	Performance Improvement Plan (PIP)
26	Specifying, pitfalls
27	Reinforcement (Negative, R-)
28	Reinforcement (Positive, R+)
29	Penalty (P-)
30	Punishment (P+)
31	Punishment Trap
32	Recovery
33	Reinforcer (R+, R-)

List of basic concepts (*continued*)

34	Resurgence
35	Reward versus Reinforcer
36	Sandwich feedback method
37	Satiation
38	Shaping
39	Measurable, Active, Controllable, Reliable, Observable (MACRO)
40	Performance
41	Conditioning (classic, operant)
42	Protocol for Organizational Behavior Management
43	Reinforcement
44	VGAS
45	J-curve
46	Perception error
47	Contingency error
48	Delay error
49	Frequency error
50	Three leadership pitfalls for behavioral change

Exam literature, in alphabetical order

- Broeder den, R. and Kerkhofs, J. Organizational Behavior an introduction (2020), Van Haren Publishing
- Daniels, A.C. (2016). Bringing Out the Best in People, 3rd edition. McGraw-Hill Education, New York, NY.
- Daniels, A.C. and Bailey, J.S. (2014). Performance Management, changing behavior that drives organizational effectiveness, 5th edition, revised. Aubrey Daniels International, Inc, Atlanta, GA
- Daniels, A.C. and Daniels, J.E. (2006), Performance Management, changing behavior that drives organizational effectiveness, 4th edition, revised. Performance Management Publications, Atlanta, GA
- Holland, J.G and Skinner, B.F. (1961) The Analysis of Behavior, A program for self-instruction. McGraw-Hill, Inc, New York, NY.
- Kerkhofs, J. (2010) – De kracht van consequenties, HR Strategie, Oktober 2010 (Dutch)
- Lindsley, O. (Daniels, A.C. and Bailey, J.S., (2016), P25). Dead man's test: "*If a dead man can do it, it ain't behavior*"
- Mayer, Sulzer-Azaroff & Wallace. Behavior Analysis for Lasting Change (2019), 4th Edition, Sloan Publishing, Cornwall-on-Hudson, NY
- Rietdijk, M.M. (2009), Organisaties conditioneren, de invloed van beloning en straf op werkprestaties, 3rd edition, VU University Press, Amsterdam, Netherlands (Dutch)
- Skinner B.F. (1969), Contingencies of reinforcement: A theoretical analysis, Appleton-Century-Crofts, New York, NY

Literature and exam specifications

All books are sources written in English, except the books written in Dutch by Den Broeder & Kerkhofs (2020) and Rietdijk (2009) as well as the publication written in Dutch by Kerkhofs (2010).

Most topics are covered in all books, as all books and publications used have overlap. The English sources are in some cases more elaborate than the Dutch.

The Dutch sources explain by example how to apply the OBM concepts in organizations.

Literature References		
Exam requirement	Exam specification	Literature ID
1		All
2	2.1	All
	2.2	All
	2.3	All
	2.4	All
	2.5	All
	2.6	All
	2.7	All
3	3.1	All
	3.2	All
	3.3	All
4	4.1	All
	4.2	All