

Prince 2-Practitioner Syllabus

Course Description

The practitioner course is aimed at individuals who have successfully completed their PRINCE2 Foundation examination and now need to review in detail PRINCE2 processes, components and techniques.

The delegates are expected to apply their project management experience and knowledge of PRINCE2 to a given scenario.

Target Candidate:

This qualification is aimed at Project Managers and aspiring Project Managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including: Project Board members (e.g. Senior Responsible Owners), Team Managers (e.g. Product Delivery Managers), Project Assurance (e.g. Business Change Analysts), Project Support (e.g. Project and Programme Office personnel) and operational line managers/staff.

Prerequisite:

In order to sit the PRINCE2 Practitioner examination you must provide proof of having passed one of the following:

- ▶ PRINCE2 Foundation
- ▶ Project Management Professional (PMP)
- ▶ Certified Associate in Project Management (CAPM)
- ▶ IPMA Level A® (Certified Projects Director)
- ▶ IPMA Level B® (Certified Senior Project Manager)
- ▶ IPMA Level C® (Certified Project Manager)
- ▶ IPMA Level D® (Certified Project Management Associate)

Course Outline:

Learning Unit P2F01 : Overview, Principles and Tailoring PRINCE2 to the Project Environment

Understand terms and concepts relating to the overview, principles and tailoring PRINCE2 to the project environment, and explain how these are applied on/are involved with a project

- ▶ Difference between embedding and tailoring PRINCE2
- ▶ Context of a customer/supplier environment and how it affects the application of the themes, processes and management products within a project.

Learning Unit P2F02 : Business Case (BC) Theme

Understand how the Business Case theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved

The recommended composition of a

1. Business Case, and in which process (es) it is developed, verified, maintained and confirmed and which roles are responsible for this
2. Benefits Review Plan, and in which process (es) it is developed, used and reviewed and which roles are responsible for this

► The relationship between a programme's business case and a project's Business Case

Be able to apply and tailor the relevant aspects of the Business Case theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

► Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0203 above

► Identify outputs, outcomes, benefits and dis-benefits

Able to identify, analyze and distinguish between appropriate and inappropriate application of the Business Case theme throughout the lifecycle of a project scenario

► Whether the products listed in 0203 above, using the recommended composition, are fit for Purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project.

Learning Unit P2F03: Organization (OR) Theme

Understand how the Organization theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved

- ▶ How the four levels of the project management structure apply to the process model
- ▶ The relationship between the Communication Management Strategy and other products and themes
- ▶ The recommended composition of a Communication Management Strategy, in which Process (es) it is developed, used and reviewed and which roles are responsible for this
Be able to apply and tailor the relevant aspects of the Organization theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes
- ▶ Identify an appropriate project management team structure and role descriptions, including acceptable role consolidations or sharing
- ▶ Identify appropriate information, using the recommended composition, for inclusion in a Communication Management Strategy
Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Organization theme throughout the life-cycle of a project scenario
Whether the following products, using the recommended composition, are fit for purpose, with reasons, and whether the correct roles have been involved in their development and maintenance throughout the life of a project. Including:
 1. Project management team structure
 2. Communication Management Strategy

Learning Unit P2F03: Quality (QU) Theme

Understand how the Quality theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project lifecycle and the responsibilities involved

- ▶ The PRINCE2 approach to quality - quality audit trail
- ▶ The recommended composition of a Project Product Description, Product Description, Quality Register & Quality Management Strategy

Be able to apply and tailor the relevant aspects of the Quality theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

- ▶ Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0208 above
- ▶ Identify appropriate actions and responsibilities when applying the quality review technique to a given product
- ▶ Identify appropriate actions and responsibilities when applying quality planning and quality control to a given project

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Quality theme throughout the life-cycle of a project scenario

- ▶ Whether the products listed in 0208 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project
- ▶ Use of the quality review technique for a given product
- ▶ Whether quality planning activities have been, or are scheduled to be, undertaken appropriately during the execution of a project, with reasons, and whether the appropriate roles have been involved
- ▶ Whether quality control activities have been, or are scheduled to be, undertaken appropriately during the execution of a project, with reasons, and whether the appropriate roles have been involved.

Learning Unit P2F04: Plans (PL) Theme

Understand how the Plans theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project lifecycle and the responsibilities involved

- ▶ The recommended composition of a Plan, in which process (es) it is developed, used and reviewed, and which roles are responsible for this

Be able to apply and tailor the relevant aspects of the Plans theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

- ▶ Identify appropriate information, using the recommended composition, for inclusion in a Plan (excluding the schedule)
- ▶ Identify the appropriate actions and responsibilities when applying the product-based planning technique, including the creation of Product Descriptions, a product breakdown structure and a product flow diagram

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Plans theme throughout the life-cycle of a project scenario

- ▶ Whether a Plan (excluding the schedule), using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the life of a project
- ▶ Whether the Product-based planning technique has been applied appropriately. This should include analyzing the appropriate application of Product Descriptions, a product breakdown structure and a product flow diagram, with reasons.

Learning Unit P2F04 : Risk (RK) Theme

Understand how the Risk theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved

- ▶ The recommended composition of a Risk Management Strategy & Risk Register
- ▶ The concept of inherent, secondary and residual risks

Be able to apply and tailor the relevant aspects of the Risk theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

- ▶ Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0208 above

► Identify the appropriate actions and responsibilities when applying the steps within the recommended risk management procedure, as listed in 0202 above

► Identify primary and secondary risks and estimate inherent and residual risks

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Risk theme throughout the life-cycle of a project scenario

► Whether the products listed in 0208 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project

► Whether activities undertaken during the execution of the recommended risk management procedure (listed in 0202 above) are appropriate, with reasons, and whether the appropriate roles have been involved.

Learning Unit P2F04: Change (CH) Theme

Understand how the Change theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved

► In which process (es) issues are captured and managed, and which roles are responsible

► In which process (es) a change budget and a Change Authority are agreed and which roles are responsible

► The recommended composition of a Configuration Management Strategy, Configuration Item Record, Issue Report, Issue Register & Product Status Account

Be able to apply and tailor the relevant aspects of the Change theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

► Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0207 above

► Identify the appropriate type for a given issue

► Identify the appropriate actions and responsibilities when applying the recommended issue and change control procedure

► Identify appropriate resource(s) for the role of Change Authority

► Identify the appropriate actions and responsibilities when applying the typical activities of configuration management

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Change theme throughout the life-cycle of a project scenario

► Whether the products listed in 0207 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project

► Whether activities undertaken during the execution of the recommended issue and change control procedure are appropriate, with reasons, and whether the appropriate roles have been involved.

► Whether the typical activities of configuration management have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved.

Learning Unit P2F05: Progress (PG) Theme

Understand how the Progress theme relates to the principles; the approach to the treatment of this theme; how it is applied throughout the project life-cycle and the responsibilities involved

► The recommended composition of a Work Package, Lessons Log, Checkpoint Report, Highlight Report, End Stage Report, Exception Report, End Project Report & Lessons Report

Be able to apply and tailor the relevant aspects of the Progress theme to a project scenario, when creating products or making decisions related to this theme, in any or all of the processes

► Identify appropriate information, using the recommended composition, for inclusion in the products listed in 0209 above

► Identify the appropriate actions and responsibilities when applying the concept of management by exception

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the Progress theme throughout the life-cycle of a project scenario

► Whether the products listed in 0209 above, using the recommended composition, are fit for purpose, with reasons, and whether the appropriate roles have been involved in their development and maintenance throughout the life of a project

► Whether activities undertaken to manage by exception during the execution of the project

were applied appropriately, with reasons, and whether the appropriate roles have been involved.

Learning Unit P2F06: Starting up a Project (SU) Process

Understand the SU process and how it can be applied and tailored on a project

The following activities within the SU process and the responsibilities within them:

1. Appointing the Executive and the Project Manager
 2. Capturing previous lessons
 3. Designing and appointing the project management team
 4. Preparing the outline Business Case
 5. Selecting the project approach and assembling the Project Brief
 6. Planning the initiation stage
- ▶ How the seven themes may be applied within the SU process
 - ▶ The recommended composition of a Project Brief and in which process(es) it is developed, used and reviewed, and which roles are responsible

Be able to apply the SU process, tailoring the recommended activities and actions where appropriate, to a project scenario

- ▶ Identify appropriate information, using the recommended composition, for inclusion in the Project Brief
- ▶ Identify the recommended SU process actions when carrying out the activities listed in 0205 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the SU process to a project scenario.

- ▶ Whether the Project Brief, using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the SU process
- ▶ Whether the recommended SU process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above.

Learning Unit P2F07: Directing a Project (DP) Process

Understand the DP process and how it can be applied and tailored on a project

The following activities within the DP process and the responsibilities within them:

1. Authorizing initiation
2. Authorizing the project
3. Authorizing a Stage or Exception Plan
4. Giving ad hoc direction
5. Authorizing project closure

► How the seven themes may be applied within the DP process

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the DP process to a project scenario

► Whether the recommended DP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above.

Learning Unit P2F08: Initiating a Project (IP) Process

Understand the IP process and how it can be applied and tailored on a project

The following activities within the IP process and the responsibilities within them:

1. Preparing the Risk Management Strategy
2. Preparing the Configuration Management Strategy
3. Preparing the Quality Management Strategy
4. Preparing the Communication Management Strategy
5. Setting up the project controls
6. Create the Project Plan
7. Refining the Business Case
8. Assembling the Project Initiation Documentation

► How the seven themes may be applied within the IP Process

► The recommended composition of the Project Initiation Documentation, and in which

process (es) it is developed, used and reviewed, and which roles are responsible

Be able to apply the IP process, tailoring the recommended activities and actions where appropriate, to a project scenario

- ▶ Identify the recommended IP process actions when carrying out the activities listed in 0205 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the IP process to a project scenario

- ▶ Whether the Project Initiation Documentation, using the recommended composition, is fit for its purpose, with reasons, and whether the appropriate roles have been involved in its development and maintenance throughout the IP process
- ▶ Whether the recommended IP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above.

Learning Unit P2F09: Controlling a Stage (CS) Process

Understand the CS process and how it can be applied and tailored on a project

The following activities within the CS process and the responsibilities within them:

1. Authorizing a Work Package
2. Reviewing Work Package status
3. Receiving completed Work Packages
4. Reviewing the stage status
5. Reporting Highlights
6. Capturing and examining issue and risks
7. Escalating issues and risks
8. Taking corrective action

- ▶ How the seven themes may be applied within the CS process

Be able to apply the CS process, tailoring the recommended activities and actions where appropriate, to a project scenario

- ▶ Identify the recommended CS process actions when carrying out the activities listed in 0204 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the CS process to a project scenario

- ▶ Whether the recommended CS process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above.

Learning Unit P2F09: Managing Product Delivery (MP) Process

Understand the MP process and how it can be applied and tailored on a project

The following activities within the MP process and the responsibilities within them:

1. Accepting a Work Package
2. Executing a Work Package
3. Delivering a Work Package

- ▶ How the seven themes may be applied within the MP process

Be able to apply the MP process, tailoring the recommended activities and actions where appropriate, to a project scenario

- ▶ Identify the recommended MP process actions when carrying out the activities listed in 0204 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the MP process to a project scenario

- ▶ Whether the recommended MP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above.

Learning Unit P2F10: Managing a Stage Boundary (SB) Process

Understand the SB process and how it can be applied and tailored on a project

The following activities within the SB process and the responsibilities within them:

1. Planning the next stage
2. Updating the Project Plan

3. Updating the Business Case
4. Reporting stage end
5. Producing an Exception Plan

► How the seven themes may be applied within the SB process

Be able to apply the SB process, tailoring the recommended activities and actions where appropriate, to a project scenario

► Identify the recommended SB process actions when carrying out the activities listed in 0205 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the SB process to a project scenario

► Whether the recommended SB process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0205 above.

Learning Unit P2F11: Closing a Project (CP) Process

Understand the CP process and how it can be applied and tailored on a project

The following activities within the CP process and the responsibilities within them:

1. Preparing planned closure
2. Preparing premature closure
3. Hand over products
4. Evaluate the project
5. Recommend project closure

► How the seven themes may be applied within the CP process

Be able to apply the CP process, tailoring the recommended activities and actions where appropriate, to a project scenario

► Identify the recommended CP process actions when carrying out the activities listed in 0204 above

Be able to identify, analyze and distinguish between appropriate and inappropriate application of the CP process to a project scenario

- ▶ Whether the recommended CP process actions have been undertaken appropriately, with reasons, and whether the appropriate roles have been involved when carrying out the activities listed in 0204 above.

Examination Format:

- ▶ Objective testing
- ▶ Eight questions - 10 question items per question, each worth one mark
- ▶ 44 marks or more required to pass (out of 80 available) - 55%
- ▶ Two-and-a-half hours' (150 minutes) duration, no additional reading time
- ▶ Open book exam (official PRINCE2 manual only)