Ministry of cooperatives
Labour and Social Welfare

Deputy of training
Plan and curriculums office

Iran Technical and Vocational
Training Organization

Job /Competency Training standard

Title

Managing Successful Projects with PRINCE2
(Foundation level)

Occupational group

Training Services

International code

1349-49-002-1

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6					
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Definitions:

Job standard:

The characteristics ' required competencies and abilities for Efficient Performance in work environment is called "the Job standard", and sometimes “The Occupational standard”

Training standard:

The Training Map for achieving the Job’s subset Competencies.

Job title:

Is a set of Tasks and Abilities which is expected from an employed person in the defined level

Job description:

A statement covering the most important elements of a job, namely the position or title of the job, the duties, job’s relation with other jobs in a occupational field, the responsibilities, workplace conditions and required performance standards.

Course duration:

The minimum of time which is required to achieve the training objects.

Admission requirements:

The minimum of competencies and abilities which are obligatory for a potential admission.

Evaluation:

The process of collecting evidence and judgment about wetter a competency is achieved or not.
Include: written examination, practical examination

Required Qualifications for Trainers:

The minimum of Trainer’s technical and vocational abilities which the trainer is required to have.

Competency:

The ability of efficient performing a duty in a variety of workplaces conditions

Knowledge:

The minimum set of facts and mental capacities which is necessary for achieving a competency. This can include science, (Mathematics, physics, chemistry or biology), technology or technical.

Skill:

The minimum coordination between mind and body for achieving an ability or competency. It normally applied to practical skills.

Attitude:

A set of emotional behaviors required for achieving a competency and can have non-technical skills and occupational ethics.

Safety:

The cases which doing or not doing something can cause harm or accident

Environmental Consideration:

A set of consideration about the act which should be done to minimize the environmental damage or pollution.

job/competency title:
Managing Successful Projects with PRINCE2 (Foundation level)
Job/competency description:
PRINCE2 is a generic method for Project Management. It can be used for any project, from running a 1- to 2-day project for the TV program to a company acquisition -- or even to the construction of the main stadium for the London 2012 Olympic Games. PRINCE2 separates the management layer from the work to create the required products that the project has to produce (specialist work). This means that the same management layer can be used for different types of projects. The Management Layer refers to the organization of the project, such as Project Board, Project Manager and Teams.
admission requirements:
minimum degree of education: bachelor of management minimum physical and mental ability: - (prerequisite skills: Managing Successful Projects with PRINCE2 (Practitioner level)
Course duration:
Course duration : 190 hours *-theoretical:- hours* *-practical:-hours* *-apprenticeship:- hours* *-project:- hours*
Evaluation :(%)
Written:25% **Practical:65%** **Work ethics:10%**
Required Qualifications for Trainers:
Master of management with 3 years experience

job/competency training standard

competencies /tasks

`	Title
1	The Process Model and Project Timeline
٢	Applying the principles of project management
٣	Applying the Themes of project management
۴	Business Case Theme
۵	Organization
۶	Quality
٧	Design the Plans
٨	Risk Theme
٩	Change
١٠	check the Progress
١١	Introduction to Processes
١٢	Starting Up a Project
١٣	Initiating a Project
١۴	Directing a Project
١۵	Controlling a Stage
١۶	Managing Product Delivery
١٧	Managing a Stage Boundary
١٨	Closing a Project
١٩	Tailoring PRINCE2 to the project environment

Training standard

Contents analysis form

Title: The Process Model and Project Timeline	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • The PRINCE2 Process Model • Project Timeline overview • Starting Up a Project • Initiating a Project Process / Initiation stage • Controlling a Stage – 1st delivery stage • Next delivery stages • Last delivery stage and Closing a Project • Timeline Summary	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Give you a high-level introduction to the PRINCE2 Process Model • Show the relationship between Processes and Themes • Show how a project starts and how it moves from one process to another • Explain when, where and by whom the important documents are created Cover the roles of the Project Manager and Project Board • Explain how the Project Board controls the project, • Show how a typical project closes • Give you an idea of a sample project Give you an idea of how the processes might relate to each other in a project • Show when the Project Board gets involved in a project • Show which processes are done once and which are done more				

than once • Show how stages relate and how the Closing a Project process is part of the last stage. • Authorize the Project so the project can start • Authorize the Next Stage so the first delivery stage can start. • End Stage Report – How well the stage did compared to the Stage Plan • Update the Business Case and Project Plan with actual to date Next Stage Plan – A plan for the next stage that needs to be approved • Benefits Review Plan – Check and update if expected benefits have or have not been realized • End Stage Report – How well the stage did compared to the Stage Plan • Update the Business Case and Project Plan with actual to date • Next Stage Plan – A plan for the next stage that needs to be approved • Benefits Review Plan – Check and update if expected benefits have or have not been realized • Review the current stage using mainly the End Stage Report • Compare the progress of the project so far with the baseline Project Plan Review the Business Case to see if the project is still viable, and check risk information • Check the Next Stage Plan, which is the plan to run the next stage. • Review the Benefits Review Plan and compare expected benefits so far with actual • Update the Project Plan to show what has been delivered and approved, and when; • Hand over products, obtain				

acceptance, evaluate the project, and create the End Project Report; and • Check and update if expected benefits have or have not been realized, known as the Benefits Review Plan. • Give you an idea of a sample project Give you an idea of how the processes may relate to each other in a project • Show when the Project Board gets involved in a project • Show which processes are done once and which are done more than once • Show how stages relate and how the Closing a Project process is part of the last stage.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: Applying the principles of project management	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to principles • Continued business justification • Experiences of previous projects • Roles and responsibilities • Stages and managing them • Exception and managing them • Products • Tailor to suit the project environment	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Justify the continuation of the project • Learn from the experiences of previous projects • Define roles and responsibilities • Manage by stages & Break large task or project into manageable chunks • Manage by Exception • Focus on Products • Tailor to suit the project's size, environment, complexity, importance, capability and risk. • Learn thru questions • Allow the project to be divided into a number of manageable chunks. 2. Have a high-level Project Plan for the whole project and a very detailed stage plan. 3. Make sure that plans for future stages can learn from previous stages. For example, if one team delivers their products quicker than expected, then this can be taken into account when creating the plan for the next stage. • Manage by Exception(Tolerance Quality, Tolerance Scope,				

Tolerance Benefit, Tolerance Risk) • Focus on Products • Tailoring or Tailor to suit the Project Environment				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Title: **Applying the Themes of project management**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge : • Introduction to Themes • Business Case • Organization • Quality • Plans • Risk • Change • Progress	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Why are we doing this project? • What are the business reasons? • What are the benefits for the organization? • Who is who in the project? • Who is sponsoring the project? • Who is responsible for the Business Case? • Who represents the Users and Suppliers? • What are the exact roles and responsibilities? • Who is the Project Manager? • What quality level must the product be at by the end of the project so that it can be correctly used as intended, or in other words, be fit for use? • What can we do to check the quality during the project and make sure the project delivers the required level of quality? • What quality level must the product be at by the end of the project so that it can be correctly used as intended, or in other words, be fit for use? • What can we do to check the quality during the				

project and make sure the project delivers the required level of quality? • What are the risks? • What if the risks happen? • How can risks be identified, analyzed and documented? • How can the possibility of risk be reduced? • How can risk be managed and monitored throughout the project? • How should products be planned, identified, controlled and verified? • How should issues and changes be handled? • What tools will be used (e.g., SharePoint, Niku Clarity, Shared Drive)? • What data should be kept for each product (e.g., Product Description, Configuration Item Records, etc.)? • How the project will be controlled? • When reporting will be done? • Where we are now compared to the plan? • Is the project still viable? • To establish how to monitor and compare actual achievements against those that have been planned. 2. To provide a forecast for the project objectives and the project's continued viability. 3. To be able to control any unacceptable deviations.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Business Case Theme**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge : • Introduction to Business Case Knowledge • The Business Case knowledge provided by PRINCE2? • Provide a structure: Provide guidelines to follow. • Desirable: Determine if this product is really needed (benefits v. dis-benefits) • Viable: Is it possible to do? Are we capable of delivering? • Achievable: Is it possible to deliver the benefit? • Worth the continued investment: If not, then the project must be stopped. • The path to creating the Business Case • The Benefits Review Plan • The Contents of a Business Case	Determined by the instructor	Different responsible of persons		Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • What dose a Business Case do for the project • Is the continued investment in this project still worthwhile?				

• What is the product that will be delivered by the project? • What can the users do better with this product? • What is the product that will be delivered by the project? • What can the users do better (different) with this product? • What are the measurable benefits of using this product? • Develop the Business Case • Verify the Business Case • Maintain the Business Case • Confirm the Benefits • Average cost to handle each order by telephone and follow-up • Average time and cost to create sales reports • Average time providing information to clients about orders and past orders • Customer satisfaction (take a survey today) • Define clearly how to measure the benefits • Define the activities required to measure the expected project's benefits • recognize the purpose of the Business Case Theme				

• recognize the difference between an Output • recognize the Business Case and the Benefits Review Plan • Aware of some of the typical contents of a Business Case • Explain what is meant by “PRINCE2 is based on a customer supplier environment”.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Organization**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to Organization Knowledge • The Organization Knowledge provided by PRINCE2 • Organization Definitions • Three Project Interests / 3 Stakeholder Categories • The four levels of Organization • Project Board and their roles • Project Assurance: User, Business & Supplier • Project Support and centre of excellence • Project Manager and the Project Organization • Stakeholder Engagement • The Change Authority Role • The Project Manager Role • Team Manager & Project Support • Stakeholder Engagement • The Communication Management Strategy • Responsibilities for Organization Theme	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
• Skill: • The Organization Theme				

provides the knowledge to help define and establish the project's structure of accountability and responsibilities • Project Definition: What is a Project • Programme Definition: What is a Programme • Corporate Organization: What is a Corporate Organization • Roles and Jobs Definitions • Approve all resources and major plans, e.g., Project Plan, Stage Plans Authorize any deviation if tolerances are forecast to exceed or have exceeded • Approve the completion of each stage and authorize each new stage • Communicate with other Stakeholders, which include Corporate or Programme Management • To be accountable for the success or failure of the project. 2. To provide unified direction to the project and Project Manager. 3. To provide the resources and authorize the funds for the project. 4. To provide visible and sustained support for the Project Manager. 5. To ensure effective communication within the project team and with external stakeholders.				

• We have a new Project Manager in the company who is not fully aware of the corporate quality standards, so they will most likely deliver a product that cannot be used as expected. • A Project Manager might have discovered a big issue but is afraid to report it, as they don't want to be the bearer of bad news. So they keep quiet and hope the issue will go away. • They want to ensure that the products will be delivered as expected and that the right materials and people are in place to do the work. o They keep asking: Can it be done within time, cost, and other variables? • What kind of skills do you think a Project Manager should have? • The Project Manager may take in the role of Project Support, Team Manager (if they have specialist knowledge) and Change Authority (if permitted by the Project Board) • Administrative services (to support the Project Manager), advice or guidance on the use of project management tools or Configuration Management. • Can also supply planning or risk management services. •				

The typical responsibility for Project Support is Configuration Management, and therefore, follows the guidelines in the Configuration Management Strategy document. This is one of four strategy documents created at the start of the project. • An introduction to remind the reader of the purpose of the document for this project. 2. Communication Procedure: A description of the communications methods that will be use, such as electronic mail, meetings, and presentations). 3. Tools & techniques, such as e-mail, intranet, newsletter. 4. Reporting: Types of reports and the information they should contain. 5. Timing: States when communication activities will be done. 6. Roles & Responsibilities: Who will handle the communication? 7. Stakeholder Analysis: Type of Stakeholder and the relationship desired with Stakeholder. 8. Information Needed: Information required from project, including the frequency of the communication and the format of it.				
Attitude:				

Speed and accuracy in doing the right thing	
Health & Safety: Compliance with safety protection in the workplace	
Environmental Consideration: Compliance with environmental protection	

Training standard

Contents analysis form

Title: **Quality**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to Quality Knowledge • The Quality Knowledge provided by PRINCE2 • Quality Definitions • Introduction to the PRINCE2 Approach to Quality • Quality Management • Quality Management Systems (QMS) • Quality Planning • Quality Control • Quality Assurance • Introduction to the PRINCE2 Approach to Quality • Quality Planning • Applying Quality Control & Quality Methods • The PRINCE2 Quality Review Technique • Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • The PRINCE2 Quality Review Managing quality • Plan quality • Control quality • Assure quality • provides a way to get an independent review of the Quality process;				

• checks to see that it complies with company Quality standards; and • ensures that Quality processes are in place • plane quality • Agree on the overall Quality Expectations with the Project Board • Communicate these agreements with all stakeholders: • Establish how Quality can be controlled during the project: • Gather the customers Quality Expectations: • Acceptance Criteria: • Write the Project Product Description • Create the Quality Management Strategy document. • Write Product Descriptions • Lastly, set up the Quality Register. • Prioritizing Quality Expectations: • Attribute to be accepted (taken from the Customer's Quality Expectations) 2. Prioritize status, such as "must have," "should have" and so on 3. Accepted status: Yes / No • Which Quality Management System to use. i.e., from customer, supplier or a mixture? 2. What standards will be used? 3. What tools				

and techniques will be used? 4. How will Quality Assurance be done? 5. Who is responsible for documenting the customer's Quality Expectations and Acceptance Criteria? 6. Who is responsible for Quality Assurance, Approving the Quality Management Strategy, Confirming Acceptance of the Project Product? 7. What records will be required and where will they be stored? 8. How will the timing of Quality activities be done? • Carrying out the Quality methods: e.g., Quality Review Techniques 2. Maintaining Quality and Approval records 3. Gaining acceptance and pass Acceptance Record to the customer • How the Quality Review meeting is run • To assess the products against their agreed criteria • To involve key stakeholders and help to promote quality and the project • To provide confirmation that the product is complete (get agreement) • To baseline (sign off) the product so no more changes can be made. • Be able to recognize different roles in a Quality Review Meeting.				

• Be able to recognize the purpose of the Quality Theme • Know the difference between Quality Assurance and Project Assurance • Be aware of the objectives of the quality review technique.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Design the Plans**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to Plans Knowledge • The Plans Knowledge provided by PRINCE2 • Plans Definitions • Three levels of a Plan • The Path to Planning • The Project Plan, Stage Plan and Team Plan • The Exception Plan • The PRINCE2 Planning Steps and Design the Plan • Product-Based Planning Introduction • The PRINCE2 Approach to plans • The Product Checklist • Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • What is required? • How it will be achieved and by whom? • How to best go about creating the products? • What will the steps be? • How can Product-Based Planning be done? • What Quality has to be reached? • How much will it cost? • What will be the level of				

detail required for each plan? • What is a plan? • What is Planning? • Create the Project Product Description (PPD) Creating the PPD is the first part of Product-Based Planning • This is the Initiation Stage Plan, it is created by the Project Manager This is the day-to-day plan for the Initiation Stage, which is the 1st stage in the project. • Project Product Description (Only created in SU process) • Create Product Breakdown Structure (PBS) • Create Product Descriptions (PDs) • Create Product Flow Diagram (PFD) • What is a Stage Plan? • What are Team Plans? • Should be called “Choose style and format of plan” • Project-Based Planning is used to do this. • Activities to create the products. • Estimate time and resources. • Put activities into a schedule and show sequence. • Add narrative to explain plan using assumptions,				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Contents analysis form

Title: **Risk Theme**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to the Risk Knowledge • Purpose of the knowledge in the Risk Theme • Risk Definitions • The Management of Risk Method and Risk Context • The Risk Management Strategy • The Risk Register - Risk History • The Risk Management Procedure Introduction • Identify • Assess Risk • Plan is about Planning the Responses • Plan the Responses to Threats • Plan the Responses to Opportunities • Implement the Responses • Communicate • What is a Risk Budget? • Risk Roles and Responsibilities • What you need to know for the Foundation Exam	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill:				

• Be able to answer (a) what is Risk, (b) what is at risk in the Project and (c) what is Risk Management. Also, you will learn the 3 steps to Risk Management, which are Identify, Assess and Control and What Risk Attitude is. • Learn how the Risk Theme relates to OGC Management of Risk method. • Learn about the Risk Register, how it is used, and typical contents. • You will learn the 5 steps in the Risk Management Procedure, which are Identify, Assess, Plan, Implement and Communicate (I Ate Peaches In China). • Learn about the Risk Budget. • Learn the Risk Roles & Responsibilities. • Why is there Risk in a project? • When is Risk Management done in the project? • What is Risk? • What is at risk? • What is Risk Management? • How to identify and describe the risk. • Likelihood of the risk and impact on objectives • How best to respond to a risk • First, understand the project context, which means understand the project environment 2. Involve Stakeholders, Users,				

Suppliers, and Teams to help identity risks 3. Establish an approach for the Project and document this approach 4. Provide regular reports on Risk 5. Define risk Roles & Responsibilities • Understand the project's context • Risk Management(plan - implement –identify - assess) • What type of project is this? Or, How many people will use the product? 2) What is the cost to the company if the product does not work 3) How complex is this project and the organization approach to risk? • Complete the Risk Management Strategy document. • The Risk Management Strategy will provide information on the Risk Management Procedure to follow, the structure of the Risk Register, Risk categories, reports, roles & responsibilities, scales for likelihood, impact, proximity, etc. • Identify the risks using a number of techniques. • 1) Review Lessons and Risk and Issue Logs from older projects 2) Check if checklists are available (prompt lists) 3) Brainstorm				

and invite specialists into a room to facilitate • How to Express the Risk • What is original cause? The cause is heavy rain. • What is the threat? The threat is that fields might get flooded • What is the risk? The crops will get damaged if the risk occurs • What is original cause? The cause is heavy rain. • What is the threat? The threat is that fields might get flooded • What is the risk? The crops will get damaged if the risk occurs • Assess Risk – Evaluate • What is Evaluate and how does it differ from Estimate? • How do you think we could get a risk value for the whole project? • Reduce the probability of the risk b) Reduce the impact if the risk does occur - Response: Fallback - Response: Transfer- Response: Accept - Response: Share- • Plan the Responses to Opportunities • Response: Share - Response: Exploit • - Response: Enhance- Response: Reject • Who is going to monitor these Risks? (Risk Owner) 2. Who is going to carry out the planned Risk Responses?				

(Risk Actionee) • How does the Project Manager decide which risk information to • What can the Risk Budget be used for? • Provide the Corporate Risk Management policy and information. • Accountable for all aspects of the Risk Management • Ensure that a Risk Management Strategy exits • Ensure Business Case Risks are followed up • Ensure that Risks to the users are identified, assessed and controlled. • Ensure that risks to the supplier are identified, assessed and controlled. • Create the Risk Management Strategy document. • Create and maintain the Risk Register & Summary Risk Profile • Ensure that risks are continually identified, assessed and controlled • Help with the identifying, assessing and controlling risk • Review the Risk Management practices against the projects Risk Management Strategy • Assist the Project Manager in maintaining the projects Risk Register				
Attitude: Speed and accuracy in doing the right thing				

Health & Safety: Compliance with safety protection in the workplace	
Environmental Consideration: Compliance with environmental protection	

Training standard

Contents analysis form

Title: **Change**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to Change Knowledge • Purpose of knowledge in the Change Theme • Change Definitions • Configuration Management Strategy • The PRINCE2 Approach to Change • Configuration Management Strategy • How to prioritize issues and track severity • Change Authority and Change Budget • Management Products used by the Change Theme • The Configuration Management Procedure • Issue and Change Control Procedure: • Dealing with Project Issues • Change & Config. Management Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • When is Issue and Change Control done? • What is meant by the term “configuration item?				

• Configure Management Strategy • (Configuration Items Records-Product Status Account-Daily Log- Issue Register- Issue Report) • What kind of persons can take on this role? • Configuration Item Records • Product Status Accounting • Issue Register • Issue Reports • To what level will we do CM – how low, what products? • e.g., Coding system? (project-product-owner-version-date) • Control or Control Changes: What happens in Control? • Status Accounting: What happens in Status Accounting? • Verification and audit: What happens in Verification & Audit? • Determine type of issue, formal, informal, type? • Assess the impact of the issue on the project objectives. • Propose actions to take, so identify the options, evaluate and recommend. • Someone decides whether to approve, reject… the recommended solution. • Put the recommended solution in action (taking corrective action).				

Attitude: Speed and accuracy in doing the right thing	
Health & Safety: Compliance with safety protection in the workplace	
Environmental Consideration: Compliance with environmental protection	

Title: **check the Progress**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose of the information in the Progress Theme • Progress, Progress Controls, Exceptions and Tolerances • What is the PRINCE2 Approach to Progress? • What are the 3 Project Board Controls? • What are the 3 Project Manager Controls? • Use of Management Stages for Control • What are Technical Stages? • Event-Driven and Time-Driven Controls • How does the Project Manager review progress? • Capturing and reporting lessons • Reports used to Report Progress • What is Raising Exceptions? • Progress Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • To establish how to monitor and then compare actual achievements against those planned during the project. • To provide a forecast for the project objectives and the project's continued viability.				

• To be able to control any unacceptable deviations. • What are Progress Controls? • What are Exceptions and Tolerances? • 1.Delegating Authority from one level to the next (e.g., from Project Board-Project Manager) 2. Dividing the project into management stages and authorizing one stage at a time. 3. Time-driven and event-driven progress reports (e.g., Highlight Reports) 4. Raising Exceptions: Use exceptions to alert above layer if a big issue (out of tolerance) • Why are Management Stages used as controls by the Project Board? • Why are Management Stages important for the Project Board? • Minimum stages in a Project? • How to decide the number of stages? • How long should a stage be in PRINCE2? • Monitoring Work Packages and Teams • How the Issue Requester is used by the Project Manager? • How the Project Manager uses the Quality Register to check progress? • The Team Manager raises an issue if they forecast to go				

out of Work Package tolerance • The Project Manger raises an exception if they forecast to go out of Stage tolerance • The Project Board raises an exception if they forecast to go out of Project tolerance • Know the lines of authority between the four levels of management (Fig 11.2) • Know the progress reporting between the four levels of management • Know the difference between event-driven and time-driven controls • Know how tolerances are set and exceptions reported • Recognize the purpose of the progress theme • Understand the concept of management stages • Understand the difference between management stages and technical stages • Recognize some factors to consider in identifying management stages (length and how many) • Understand the purpose of the Daily Log, Lessons Log, Work Package • Understand the purpose of End Stage Report, End Project Report and Lessons Report • Understand the purpose of the Checkpoint Report, Highlight Report, Exception Report				
Attitude:				

Speed and accuracy in doing the right thing	
Health & Safety: Compliance with safety protection in the workplace	
Environmental Consideration: Compliance with environmental protection	

Training standard

Contents analysis form

Title: **Introduction to Processes**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction to Processes • The PRINCE2 Processes • Two Process Diagrams • Pre-Project • Initiation Stage • Next Stage or Stages after the Initiation Stage • Next Stage or Stages after the Initiation Stage • Introduction to the Seven Processes	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • The 7 PRINCE2 process are: • Starting Up a Project • Initiating a Project • Directing a Project • Controlling a Stage • Managing Product Delivery • Managing a Stage Boundary • Closing a Project • The outline Business Case is created in the Pre-Project (SU) process • The Business Case is completed and baselined in the IP Process • The Business Case is then updated in the Stage Boundary process • The Business Case gets a final update in the Closing a Project process				

• The Project Product Description (PPD) in the Pre-Project (SU) process • The Project Plan is created and baselined in the IP Process • The Project Plan is then updated in the Stage Boundary process (show actuals) • The Project Plan gets a final update in the Closing a Project process, so the project can be compared with the original Project Plan to see how well the project performed. • Define the Project Product quality, project timeline, costs, risk analysis and commitment of resources, and then assemble the Project Initiation Documentation (PID). The PID contains almost all of the project information to date, including the Project Plan. • Create a detailed Business Case, document the benefits and prepare a Benefits Review Plan that will describe how and when Benefits will be reviewed. • Assigns work to be done (assigns work to the Team Managers) • Checks that all deliverables have passed the required quality tests. • Checks that stage is in line with Stage Plan. • Checks that forecasts are within project tolerances.				

• Assessing the project by comparing it to the original plan. • Writing End Project Report. • Planning post-project benefits reviews. • Writing and delivering Lessons Learned report • Directing a Project Process • The Starting Up a Project Process • The Initiating a Project Process • The Controlling a Stage Process • The Managing Product Delivery Process • The Managing a Stage Boundary Process • The Closing a Project Process				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Starting Up a Project**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective of the Starting Up a Project Process • Activities Introduction • SU Input / Output Diagram	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Purpose of the Starting Up a Project Process • The Objectives of the Starting Up a Project Process • 1. Appoint the Executive and the Project Board 2. Capture Previous Lessons. 3. Design and appoint the project management team. 4. Prepare the outline Business Case and create the Project Product Description (PPD) • The PPD is a description of the main product that will be produced 5. Select the project approach and assemble the Project Brief. 6. Planning the initiation stage. • SU Inputs • SU Outputs (Main Outputs)				

• Know the purpose of the SU process • Know the objectives of the SU process • Have an understanding of what happens in the SU process and why • Know the purpose of the Project Brief				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Initiating a Project**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective • Activities • SU Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Preparing the Risk Management Strategy, which will answer how to manage risk during the project (that is, how to manage the rules of engagement for risk). 2) Preparing the Configuration Management Strategy, which will give information on how to manage the products produced during the project. 3) Preparing the Quality Management Strategy, which will answer the question on how to ensure quality. 4) Communication Management Strategy, which will answer questions related to communication with stakeholders. 5) Setup of Project Controls, which will provide information on how the Project Board can control the project. 6) Creating the Project Plan, which covers cost, timescales, risks, and quality plan. 7) Refining the Business Case, which means to complete the				

Business Case. 8) Lastly, assembling the Project Initiation Documentation (PID), which is to collect and assemble information from most of the documents created to date.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Directing a Project**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Introduction to the Directing a Project • Introduction to Activities • DP Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • 1. Authorizing Initiation – which is to allow the Initiation Stage to start 2. Authorizing the project – which is to allow the delivery stages to start. 3. Authorizing a Stage or Exception Plan – review the existing stage and authorize the next stage to begin, or to authorize exception plan to complete the current stage. 4. Giving ad hoc direction – Project Board provides guidance throughout the project. 5. Authorizing project closure – shut down the project after a number of checks. • • The Project Manager provides most of the information to the Project Board. • Each Activity is a decision for the Project Board. • The main outputs are Approvals, • • Know the purpose of the DP process • Know the objectives of the DP process • Have an understanding of what happens in the DP process in relation to the rest				

of the project.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Controlling a Stage**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective • Context • Introduction to Activities (NR) • The Work Package Activities • The Monitoring and Reporting activities • The Issues activities • CS Inputs and Outputs • CS Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Attention is focused on the delivery of the products. • Keep Risks and Issues under control. Keep the Business Case under review. Deliver the products for the stage to the agreed quality within agreed cost and time & achieve the defined benefits. • Authorize the work to be done (give out work in Work Packages to the Team Managers) • Monitor progress information for this work using Checkpoint Reports and Quality Register. • Review the current situation in relation to the Stage Plan, sign off completed work and issue new Work Packages. • Report to the Project Board using the Highlight Report. • Watch for issues, assess issues and deal with issues				

and risks. • Take any necessary correct action. • Authorize a Work Package – Assign a Work Package • Review Work Package Status – Check on Work Package progress • Receive completed Work Package – Check if Work Package is complete and signed for • Review the stage status – Continually check how the stage is going • Report Highlights – Send Highlight Reports to the Project Board • Capture and examine issues and risks escalate issues and risks – Escalate to the Project Board • Take corrective action – take action to solve small issues or risks • Know the purpose of the CS process • Know the objectives of the CS process • Have an understanding of what happens in the CS process in relation to the rest of the project				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Managing Product Delivery**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective • Managing a Stage Boundary Activities • SB Inputs and Outputs • SB Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • • Review and update, if necessary, the usual documents, which are the Project Initiation Documentation, Business Case, Project Plan, and Risk Register. • Record any lessons in the Lessons Log that can help in later stages or in future projects. • Prepare the Stage Plan for next stage and Request Authorization to start the next stage. • • They will consider the continued business justification of the project. • They wish to confirm that the stage has delivered all its planned products and benefits. • They will consider the next Stage Plan. • The will consider if the project should be allowed to continue or to shut the project down. • 1. Planning the next stage o Create the next Stage Plan and use Product-Based Planning o Team Managers, specialists may help with				

products' descriptions, estimating, etc. 2. Update the Project Plan o Confirm what has been done (actuals) and forecast planning for the next stage. • 3. Update the Business Case o Business Case must be updated with the latest costs of the last stage, plus up-to-date forecast for the next stage. It will be used by the Project Board. 4. Report Stage End or 5. Do the "Produce an Exception Plan" activity in this process				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Managing a Stage Boundary**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective • Context • Managing a Stage Boundary Activities • SB Inputs and Outputs • SB Roles and Responsibilities	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
• Skill: • • They will consider the continued business justification of the project. • They wish to confirm that the stage has delivered all its planned products and benefits. • They will consider the next Stage Plan. • The will consider if the project should be allowed to continue or to shut the project down. • o Create the next Stage Plan and use Product-Based Planning o Team Managers, specialists may help with products' descriptions, estimating, etc. • o Confirm what has been done (actuals) and forecast planning for the next stage. • o Business Case must be updated with the latest costs of the last stage, plus up-to-date forecast for the next stage. It will be used by the Project Board. • • Know the purpose of the SB process • Know the objectives of the SB process • Have an understanding of				

what happens in the SB process in relation to the rest of the project				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Closing a Project**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction • Purpose & Objective • Context • Closing a Project Activities • CP Inputs and Outputs	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • • Verify user acceptance of the project's products. • Ensure that products can be supported after the project is disbanded. • Review the performance of the project. This is done by comparing the project to the baselined documents. • Assess the benefits already realized and plan review of benefits that will be realized after the project is complete. • Address open issues and risks with follow-up on action recommendations. • • Check that the original objectives have been met. • Transfer ownership of products to the customer. • Identify all unachieved objectives so that they can be addressed in the future. • Disband the project team and make certain that costs can no longer be incurred by the project. • 1. Preparing planned closure o Confirming the completion and acceptance of products. 2. Preparing premature				

closure (optional): o Done instead of the “Prepare planned closure” if requested by the Project Board. • 3. Handover of products: o Hand over products to customer, as described in the Configuration Management Strategy document. 4. Evaluating the project: o Compare the project objectives with the actuals and write the End Project Report. 5. Recommending project closure, o Send a notification to the Project Board to close the project.				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Training standard

Contents analysis form

Title: **Tailoring PRINCE2 to the project environment**	time			
	theoretical	practical	total	
	Determined by the instructor			
Knowledge ,skill ,attitude ,safety, Environmental Consideration				Equipments ,tools, materials ,books
Knowledge: • Introduction and What Tailoring Is • What is Tailoring? • General Approach to Tailoring • What to change when tailoring • Principles • Level of Experience to Do Tailoring • Terms and Language • Project Scale – Simple Projects • Tailoring: Effect on Business Case • Tailoring: Effect on Organization • Tailoring : Effect on Quality & Risk • Tailoring: Effect on Plans • Project Type	Determined by the instructor			Equipment & Tools & Materials & Resources (books, site, software…)
Skill: • Adapting the Themes • Adapting the Management Products • Adapting the Roles • Adapting the Processes • Working in a Program Environment • Tailoring the Themes of Quality, Plans, Risk, Change & Progress • Tailoring Processes & Management Products • Tailoring Management Products in a Program Environment • Tailoring: Commercial				

Customer/Supplier Environment				
Attitude: Speed and accuracy in doing the right thing				
Health & Safety: Compliance with safety protection in the workplace				
Environmental Consideration: Compliance with environmental protection				

Equipment standard form

	Title	Technical specification	**Quantity***	**Other explanations**

*Required quantity for each 15 Trainees

Tools standard form

	Title	Technical specification	**Quantity***	**Other explanations**

*Required quantity for each 15 Trainees

Materials standard form

	Title	Technical specification	**Quantity***	**Other explanations**

*Required quantity for each 15 Trainees

Resources (books, site, software…**)**

	title	**author**	**publication**			
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