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The PRINCE2 syllabus 2007



Introduction

This syllabus is designed to provide a basis for accreditation of project management professionals. The syllabus is based on the OGC publication *Managing Successful Projects with PRINCE2* (2002, 2005), and is intended to provide a basis for setting examinations at Foundation and Practitioner levels. Table 1 describes the competence required at each level.

Table 1 Competence required at each level of the Foundation and Practitioner Examinations

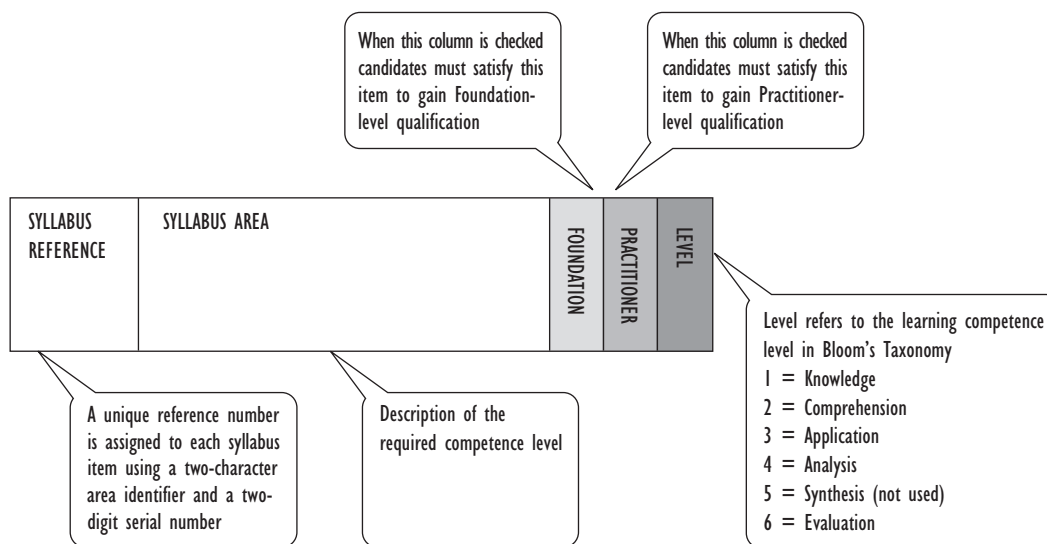
Foundation	<p>This level aims to measure whether a candidate could act as an informed member of a project management team on a project using the PRINCE2 method, within an environment supporting PRINCE2. To this end they need to show they understand the principles and terminology of the method. Specifically, a candidate should be able to:</p> <ul style="list-style-type: none">• describe the purpose and major content of all roles, the eight components, the eight processes and the techniques• state which management products are input to, output from, and updated in the eight processes and the sub-processes of Controlling a Stage (CS) and Managing Product Delivery (MP)• state the main purpose, and key contents, of the major management products as identified in the detailed syllabus• state the relationships between processes, deliverables, roles and the management dimensions of a project.
Practitioner	<p>This level aims to measure whether a candidate could apply PRINCE2 to the running and managing of a project within an environment supporting PRINCE2. To this end they need to exhibit the competence required for the Foundation qualification, and show that they can apply and tune PRINCE2 to address the needs and problems of a specific project scenario. Specifically, a candidate should be able to:</p> <ul style="list-style-type: none">• know or comment on detailed explanations of all processes, components and techniques, and worked examples of all PRINCE2 products as they might be applied to address the particular circumstances of a given project scenario• demonstrate that they understand the relationships between processes, components, techniques and PRINCE2 products, and can apply this understanding• demonstrate that they understand the reasons behind the processes, components and techniques of PRINCE2, and that they understand the principles underpinning these elements• demonstrate their ability to tune PRINCE2 to different project circumstances.

Note: The ticks in the right-hand columns in the syllabus show what topics are included in the two examinations. The numbers in the ‘Level’ column refer to the levels as defined by Bloom’s Taxonomy of Learning, which provides a useful structure in which to categorise test questions. There are six levels in Bloom’s Taxonomy, but level 5 (synthesis) is currently not tested within PRINCE2.

This syllabus is correct at the time of going to press.

The syllabus will also inform the design, development and use of training materials and courses aimed at raising an individual’s understanding of and competence in the project management approach as described in *Managing Successful Projects with PRINCE2*. The syllabus has been designed with ease of reference, extensibility and ease of maintenance in mind. The structure of the syllabus is depicted in Figure 1.

Figure 1 Syllabus structure



Explanation of levels (Bloom's Taxonomy)

The Practitioner Objective Test Examination is designed to use computer-aided assessment to test the PRINCE2 Practitioner syllabus. This format uses objective test questions which require a student to choose a response to a question from a set of choices for which the correct answer is pre-determined.

The Practitioner Examination demands a greater level of understanding and application of the method than the Foundation which largely tests knowledge of principles and terminology of the method. A column has been added to the syllabus section tables below to indicate the different learning competencies tested by the Practitioner Examination. This is a classification based on Bloom’s Taxonomy, which is widely used in education and the design of assessments (Bloom *et al.*, 1956, *Taxonomy of Educational Objectives*).

Each learning level requires a higher degree of competency to answer and can therefore be assigned a difficulty level to assist with question combination and the creation of papers of similar difficulty. The learning levels or competencies are:

- 1 Knowledge
- 2 Comprehension
- 3 Application
- 4 Analysis
- 5 Synthesis (not used)
- 6 Evaluation

Level 1: Knowledge

Knowledge is defined as the remembering of previously learned material. This may involve the recall of a wide range of material, from specific facts to complete theories, but all that is required is the bringing to mind of the appropriate information. Knowledge represents the lowest level of learning outcomes in the cognitive domain. Examples of learning objectives at this level are: knowing common terms, knowing specific facts, knowing basic concepts and knowing principles. In PRINCE2 terms this learning level maps to the syllabus statements 'know'. For example:

- know what part of a product lifespan is covered by PRINCE2 (OV05)
- know the purpose of Organisation (OR01)
- know the products involved in the controlled start of a project (CO3)
- know the products of Quality Management (QU03)
- know the products of Configuration Management (CM04)
- know the purpose of the Business Case (BN02).

Level 2: Comprehension

Comprehension is defined as the ability to grasp the meaning of material and interpret information in one's own words. These learning outcomes go one step beyond the simple remembering of material, and represent the next lowest level of understanding.

In Practitioner terms this is the demonstration of **understanding of PRINCE2 concepts** tested through interpretation of wording that is different from the standard paragraphs in the PRINCE2 manual or interpretation of a project scenario. This competency maps to syllabus statements 'understand'.

Candidates are not required to know by memory all the detail of that topic. For example, for the syllabus topic 'Candidates must understand the Configuration Librarian role CM06', we would not expect candidates to know by memory the list of CM responsibilities. However, their knowledge of the purpose of CM (CM01) and understanding of the overall purpose of the role would enable them to identify valid CM activities within a list of CM and non-CM activities.

Examples of syllabus topics that match this learning level are:

- understand the purpose and responsibilities of the Project Board, Project Manager, Project Assurance, Team Manager and Project Support (OR06)
- understand the content and purpose of a Project Issue, Request for Change, and Off-specification (CC04)
- understand the purpose, types and application of tolerance (CO07).

Level 3: Application

Application refers to the ability to use learned material in new and concrete situations. This may include the application of rules, methods, concepts, principles, laws and theories. Learning outcomes in this area require a higher level of understanding than those under comprehension.

In Practitioner terms this maps to the **application of PRINCE2's components, techniques and products** to a given project situation and the syllabus statements 'apply a component or technique', 'create', 'modify' or 'demonstrate the application'.

In the objective test format candidates can, for example, be tested on the creation of products using 'matching questions' which require the candidate to match statements to the correct product composition heading.

Other possibilities include testing PBS/PFD creation by using partially blank diagrams for which candidates have to identify correct products from a list to match the blank product.

Examples of syllabus topics that match this learning level are:

- design an appropriate organisation, applying all roles as identified in PRINCE2 (OR08)
- apply the Plans component to a given project scenario (PL08)
- produce any of the products of Configuration Management in a given project scenario (CM10).

Level 4: Analysis

Analysis refers to the ability to break down material into its component parts so that its organisational structure may be understood. This may include the identification of parts, analysis of the relationship between parts, and recognition of the underlying principles involved. Learning outcomes here represent a higher intellectual level than comprehension and application because they require an understanding of both the content and the structural form of the material.

For the Practitioner this maps to the competency to **analyse the use of the method**. This is not the ability to use analysis techniques such as risk analysis and product-based planning – these are tested as an application competency. Typically competency would test the ability to identify errors with the application of PRINCE2 or to identify the aspects of a PRINCE2 component or technique that could be of benefit in a given project situation. To answer these kinds of question candidates must have breadth of understanding of the topic, understand how

that component/process/technique interacts with other components/processes/techniques and the implications of this for a given project scenario.

Examples of syllabus topics that match this learning level are:

- understand the relationship between Controls and other PRINCE2 components within any given project scenario (CO17)
- understand the relationship between Change Controls and other PRINCE2 components within any given project scenario (CC15).

N.B. The ‘discuss’ test usually combines ‘analysis’ with the next learning level ‘evaluate’ – ‘analysis’ being the ability to identify the weaknesses or problems and ‘evaluate’ to explain why the points identified are ‘weaknesses’.

Level 5: Synthesis

This refers to the ability to put parts together to form a new whole. Learning outcomes in this area stress creative behaviours, with major emphasis on the formulation of new patterns or structure.

Creation of a project’s PRINCE2 products is an inherent part of application of the method and is tested as an Application competency. Synthesis best maps to the understanding and creativity required to design and modify a PRINCE2 implementation at organisational level. This competency is not tested in the Practitioner Examination and has been excluded from the Practitioner learning objectives.

Level 6: Evaluation

Evaluation is concerned with the ability to judge the value of something for a given purpose. Learning outcomes in this area are highest in the cognitive hierarchy because they contain elements of all the other categories plus conscious value judgements.

This maps to the ability of a Practitioner candidate to evaluate or justify the use of the method in a given project situation. It is closely linked to the analysis competency but builds on this by requiring the candidate to explain or justify the recommendations they have made and maps to the syllabus statements ‘explain the reasons’, ‘discuss the use of’ and ‘justify the use of’. The distinction is useful as we have seen in the essay exam that candidates are often able to recognise weaknesses in a document but cannot explain why the weakness is a problem.

Examples of syllabus topics that match this learning level are:

- modify or discuss the use of any level of plan for any given project scenario (PL07)
- modify or discuss a project organisation from information provided in a given project scenario (OR12)
- justify the use of PRINCE2 to a given scenario and explain the benefits of its application to that scenario (OV08).

The syllabus

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
Overview and principles				
OV 01	Know the typical characteristics of a project.	✓	✓	1
OV 02	Know the benefits of a structured approach to project management.	✓	✓	1
OV 03	Understand the relationship between the project environment and the daily business of an organisation.	✓	✓	2
OV 04	Understand the differences between the project lifecycle and the product lifespan.	✓	✓	2
OV 05	Know what part of a product lifespan is covered by PRINCE2.	✓	✓	1
OV 06	Know the main elements of PRINCE2, including the eight processes, the components and the techniques.	✓	✓	1
OV 07	Understand PRINCE2 terminology, including customer, supplier, user, product, Business Case, exception and stage.	✓	✓	2
OV 08	Justify the use of PRINCE2 for a given project scenario, and explain the benefits of its application to that scenario.		✓	6

Overview and principles will not be treated as a separate section of the objective setting Practitioner paper, but questions at overview or principles level will be included in each of the other syllabus areas.

Organisation				
OR 01	Know the purpose of organisation.	✓	✓	1
OR 02	Understand the principles and benefits of the PRINCE2 project management structure.		✓	2
OR 03	Know the four layers in the project organisation structure, including the differences between the management and the direction of a project.	✓	✓	1
OR 04	Understand the differing business, user and supplier interests of participating parties in a project, and how these will be represented within the standard project organisation structure, and understand the acceptable consolidations or sharing of roles.	✓	✓	2
OR 05	Know the products of organisation.	✓	✓	1
OR 06	Understand the purpose and responsibilities of the Project Board, Project Manager, Project Assurance, Team Manager and Project Support.	✓	✓	2
OR 07	Understand the contributions of the Project Assurance roles in the various processes.		✓	2

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
OR 08	Design an appropriate project organisation, applying all roles as identified in PRINCE2, and explain the responsibilities of each role for a given project scenario.		✓	3
OR 09	Apply and explain acceptable role consolidations or sharing and their resulting organisation structure to a given project scenario.		✓	3
OR 10	Produce role descriptions for the Project Board, Project Manager, Team Manager, Project Assurance and Project Support, tuned for the particular needs of a given project scenario.		✓	3
OR 11	Understand the relationship between organisation and other PRINCE2 components within a given project scenario.		✓	4
OR 12	Modify or discuss a project organisation from information provided in a given project scenario.		✓	6
Business Case				
BN 01	Understand the importance of the benefits focus of PRINCE2 in project management.	✓	✓	2
BN 02	Know the purpose of the Business Case.	✓	✓	1
BN 03	Understand the principles behind the Business Case and the benefits of using it.	✓	✓	2
BN 04	Understand the contents of a Business Case, in which process(es) it is produced, monitored and updated, and which roles are responsible for this work.		✓	2
BN 05	Understand the factors in a project that would be considered in the development of the Business Case.		✓	2
BN 06	Understand how a Business Case would be produced, updated, used and modified within the PRINCE2 processes, and how the various roles would be involved, by application to a given project scenario.		✓	3
BN 07	Produce a Business Case from information provided in a given project scenario.		✓	3
BN 08	Modify or discuss a Business Case from information provided in a given project scenario.		✓	6
BN 09	Understand the relationship between the Business Case and other PRINCE2 products and components in any given project scenario.		✓	4
BN 10	State benefits in measurable terms for a given project scenario.		✓	3

Knowledge of the Business Case contents excludes any detailed knowledge of how to perform an Investment Appraisal or techniques such as sensitivity analysis and GAP analysis.

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
Controls				
CO 01	Know the purpose of Controls.	✓	✓	1
CO 02	Understand the principles and benefits of Controls.		✓	2
CO 03	Know the products involved in the controlled start of a project.	✓	✓	1
CO 04	Understand the purpose and contents of each product involved in the controlled start of a project.		✓	2
CO 05	Know the products used to manage the controlled progress of a project.	✓	✓	1
CO 06	Understand the purpose and content of each product used to manage the controlled progress of a project.		✓	2
CO 07	Understand the purpose, types and application of tolerance.	✓	✓	2
CO 08	Understand the reasons for breaking a project into stages and understand the difference between management and technical stages.	✓	✓	2
CO 09	Know the products involved in bringing a project to a controlled close.	✓	✓	1
CO 10	Understand the purpose and contents of each product involved in bringing a project to a controlled close.		✓	2
CO 11	Understand the responsibilities of Controls and activities of the various PRINCE2 roles within each of the eight processes.	✓	✓	2
CO 12	Produce any of the products of Controls in a given project scenario.		✓	3
CO 13	Modify or discuss any of the products of Controls in a given project scenario.		✓	6
CO 14	Understand each Control, its purpose and content, the relevant processes involved in its application, and which roles are involved.		✓	2
CO 15	Understand the reporting and information flow relationships between roles.		✓	2
CO 16	Apply any of the Controls defined by PRINCE2 to a given project scenario.		✓	3
CO 17	Understand the relationship between Controls and other PRINCE2 components within any given project scenario.		✓	4
Change Control and Change Control Approach				
CC 01	Know the purpose of Change Control.	✓	✓	1
CC 02	Understand the principles and benefits of Change Control.	✓	✓	2
CC 03	Know the products of Change Control.	✓	✓	1
CC 04	Understand the content and purpose of a Project Issue, Request for Change and Off-Specification.		✓	2
CC 05	Understand the link between Change Control and Configuration Management.	✓	✓	2
CC 06	Understand the PRINCE2 Change Control Approach technique.	✓	✓	2

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
CC 07	Understand the Change Control responsibilities and activities of the various PRINCE2 roles within each of the eight processes.	✓	✓	2
CC 08	Produce the products of Change Control for a given project scenario.		✓	3
CC 09	Modify or discuss the products of Change Control for a given project scenario.		✓	6
CC 10	Apply the Change Control Approach technique to a given project scenario.		✓	3
CC 11	Understand the factors determining escalation of Project Issues to the Project Manager, Project Board and senior management, and the processes involved.		✓	2
CC 12	Produce any of the products required in escalation of Project Issues to the Project Board for a given project scenario.		✓	3
CC 13	Modify or discuss any of the products required in escalation of Project Issues to the Project Board for a given project scenario.		✓	6
CC 14	Understand the factors affecting the application of the Change Budget and the appointment of a Change Authority in any given project scenario.		✓	3
CC 15	Understand the relationship between Change Control and other PRINCE2 components within a given project scenario.		✓	4
Management of Risk				
RK 01	Know the purpose of Management of Risk.	✓	✓	1
RK 02	Understand the principles and benefits of Management of Risk, and explain the PRINCE2 risk management cycle.	✓	✓	2
RK 03	Understand the purpose of the Risk Log, in which process(es) it is produced, monitored and updated, and the main responsibilities of the PRINCE2 roles for risk, including the concept of risk owner.	✓	✓	2
RK 04	Understand the concept of risk tolerance.	✓	✓	2
RK 05	Apply Management of Risk (i.e. risk analysis and risk management) to a given project scenario.		✓	3
RK 06	Assess the interdependencies and potential impact between the various risk areas.		✓	3
RK 07	Produce a Risk Log for a given project scenario.		✓	3
RK 08	Modify or discuss a Risk Log for a given project scenario.		✓	6
RK 09	Understand the relationship between Management of Risk and other PRINCE2 components in a given project scenario.		✓	4

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
Quality in a project environment				
QU 01	Know the purpose of quality management.	✓	✓	1
QU 02	Understand the benefits of and principles behind quality management.	✓	✓	2
QU 03	Know the products of quality management.	✓	✓	1
QU 04	Understand the purpose and content of each product of quality management.		✓	2
QU 05	Understand the importance of the customer's quality expectations.	✓	✓	2
QU 06	Understand the part played by a quality management system from the user or supplier in contributing to a Project Quality Plan.	✓	✓	2
QU 07	Understand the quality management responsibilities and activities of the various PRINCE2 roles within the processes.	✓	✓	2
QU 08	Understand the PRINCE2 quality path through a project.	✓	✓	2
QU 09	Understand the relationship between a quality assurance function and the Project Assurance role.	✓	✓	2
QU 10	Understand the role played by Project Assurance in the PRINCE2 processes, components and techniques.		✓	2
QU 11	Produce any of the products of quality management in a given project scenario.		✓	3
QU 12	Modify or discuss any of the products of quality management in a given project scenario.		✓	6
QU 13	Apply quality management to a given project scenario.		✓	3
QU 14	Understand the relationship between quality management and other PRINCE2 components within a given project scenario.		✓	4

Candidates are not required to have any detailed understanding of ISO 9000:2000.

Plans				
PL 01	Know the purpose of the Plans component.		✓	1
PL 02	Understand the principles and benefits of the Plans component.		✓	2
PL 03	Understand the responsibilities for Plans and activities of the PRINCE2 roles within the processes.		✓	2
PL 04	Understand the purpose and content of the Project Plan, Stage Plans, Team Plans and Exception Plan, and in which process(es) these plans are produced, monitored and updated.		✓	2
PL 05	Understand the inter-relationship between the Project Plan, Stage Plans, Team Plans and an Exception Plan.		✓	2

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
PL 06	Produce any level of plan for a given project scenario.		✓	3
PL 07	Modify or discuss any level of plan for a given project scenario.		✓	6
PL 08	Apply the Plans component to a given project scenario.		✓	3
PL 09	Understand the relationship between Plans and other PRINCE2 components within a given project scenario.		✓	4

Required knowledge of the techniques of network planning and Gantt charts reaches only as far as being able to know the PRINCE2 processes in which they might be produced, and does not include how to produce/modify or use these techniques (Practitioner level only).

Configuration Management				
CM 01	Know the purpose of Configuration Management.	✓	✓	1
CM 02	Understand the principles and benefits of Configuration Management.	✓	✓	2
CM 03	Understand version control and the reasons for it.	✓	✓	2
CM 04	Know the products of Configuration Management.	✓	✓	1
CM 05	Understand the PRINCE2 filing structure.	✓	✓	2
CM 06	Understand the Configuration Management responsibilities and activities of the various PRINCE2 roles within each of the eight processes.	✓	✓	2
CM 07	Understand the Configuration Librarian role, and the relationship of this role to all the other PRINCE2 defined roles.	✓	✓	2
CM 08	Understand the relationship between Configuration Management and Change Control.	✓	✓	2
CM 09	Understand the relationship between project Configuration Management and operational Configuration Management.	✓	✓	2
CM 10	Produce any of the products of Configuration Management in a given project scenario.		✓	3
CM 11	Modify or discuss any of the products of Configuration Management in a given project scenario.		✓	6
CM 12	Apply Configuration Management to a given project scenario.		✓	3
CM 13	Understand how to integrate the requirements of project Configuration Management with an existing operational Configuration Management environment for a given project scenario.		✓	6
CM 14	Understand the relationship between Configuration Management and other PRINCE2 components within a given project scenario.		✓	4

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
Processes				
PR 01	Know the purpose, inputs and outputs of each of the eight processes, and their normal sequence.	✓	✓	1
PR 02	Understand the objectives, inputs and outputs of each of the sub-processes of Controlling a Stage (CS) and Managing Product Delivery (MP), and their normal sequence.	✓		
PR 03	Understand the objectives, inputs and outputs for all of the processes and the main steps involved in the carrying out of each of the processes as described by PRINCE2.	✓	✓	2
PR 04	Apply the processes of PRINCE2 to a given project scenario.		✓	3
PR 05	Discuss the application of the PRINCE2 processes, their interfaces and interdependencies in a given project scenario.		✓	6
PR 06	Understand the responsibilities of each PRINCE2 role in each of the processes.		✓	2
PR 07	Understand the passage of all PRINCE2 products through the processes.		✓	2

The Practitioner Examination will test at process level, not at a detailed level of sub-processes.

Product-based planning				
PP 01	Understand the steps involved in product-based planning.	✓	✓	2
PP 02	Understand the principles and benefits of product-based planning.	✓	✓	2
PP 03	Understand where in the processes product-based planning is used.	✓	✓	2
PP 04	Know the purpose of the three PRINCE2 product-based planning products.	✓	✓	1
PP 05	Understand the content of the three product-based planning products, and which PRINCE2 roles should be involved in their production and use.		✓	2
PP 06	Produce a Product Breakdown Structure and Product Flow Diagram for a given project scenario.		✓	3
PP 07	Modify or discuss a Product Breakdown Structure and Product Flow Diagram for a given project scenario.		✓	6
PP 08	Produce a Product Description for a product identified in a given project scenario.		✓	3
PP 09	Modify or discuss a Product Description for a product identified in a given project scenario.		✓	6
PP 10	Understand the difference in intermediate products between integration products and collective groupings.		✓	2

Syllabus reference	Syllabus area	Foundation	Practitioner	Level
PP 11	Understand the difference between external products and project products produced by external suppliers for a given scenario.		✓	3
Quality Review				
QR 01	Know the purpose of a Quality Review.	✓	✓	1
QR 02	Understand the principles and benefits of a Quality Review.	✓	✓	2
QR 03	Know the three steps of a Quality Review.	✓	✓	1
QR 04	Understand the purpose and content of the products used in a Quality Review.	✓	✓	2
QR 05	Understand where within the PRINCE2 processes Quality Reviews are planned and conducted, and how the various roles of the project management team are involved in their planning and conduct.	✓	✓	2
QR 06	Understand the roles used in a Quality Review, and how these relate to the standard PRINCE2 roles.	✓	✓	2
QR 07	Produce any of the products of a Quality Review in a given project scenario.		✓	3
QR 08	Modify or discuss any of the products of a Quality Review in a given project scenario.		✓	6
QR 09	Apply the Quality Review technique to a given project scenario.		✓	3
QR 10	Understand the links between a Quality Review, the processes and project management team roles for a given project scenario.		✓	4