

Certified IT Management Education

2012 CATALOG

challenging minds



SMME

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Careers in IT

The UK government-backed Skills Framework for the Information Age (SFIA) has defined 290 different types of IT skills at different levels. These are divided into six categories: strategy and architecture, business change, solution development and implementation, service management, procurement and management support and client interface.

SFIA is the most respected and widely adopted skill -framework or ICT and so it is fitting to think of ICT careers in SFIA terms. But skills are not the same as jobs. A release manager, for example, is not often found on an organization's orgchart, while release management skills are found in every ICT department.

The four traditional ICT job areas are easily linked to SFIA. They are development, operations, business change, and policy & strategy.

Development

Programming, also known as software development or software engineering, is a function required by most industries and many organizations, and one where many IT professionals start out.

Programming includes glamorous roles such as designing computer-generated characters for Hollywood films or creating video games. Other jobs could be developing specialist trading software for investment banks or writing programs to control the running of an aluminum plant.

Development work is not restricted to programming; there are also opportunities to develop hardware, databases, networks, systems and websites.

Website designers, a well-known role, continue to be in demand as companies embrace the use of websites and the Internet to conduct their business.

Once software or hardware has been developed, testers check that everything is working correctly before



The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective Information Systems (IS) making use of Information Communications Technologies (ICT). It is a simple and logical two-dimensional framework consisting of areas of work on one axis and levels of responsibility on the other.

It uses a common language and a sensible, logical structure that can be adapted to the training and development needs of a very wide range of businesses – or simply used 'off the shelf'.

SFIA enables employers of IT professionals to carry out a range of HR activities against a common framework of reference - including skill audit, planning future skill requirements, development programmes, standardisation of job titles and functions, and resource allocation.

fore it is handed over to the installation team and the customer.

Operations

Once hardware, programs, databases, systems, networks and so on are installed, a team usually takes on the role of supporting them.

There are a large variety of roles in this area of operations: supporting users, operations or infrastructure. Most large companies will have a service desk, which staff can contact for help with computer problems and queries. Behind the scenes, other IT professionals are ensuring the organization's network is functioning correctly. Others could be administering a database, which could, for example, list all the company's contacts.

One person in a company does not necessarily concentrate on just one of the above tasks, particularly in smaller firms. An IT professional could, for example, develop software and be responsible for supporting it.

Business Change

The above roles are ones where technology takes up the majority of the person's time. In many of those roles you would still need to have an understanding of business requirements and be able to interact with customers, but your main focus would remain technical.

There are, however, numerous other roles where the focus is in varying degrees less on using technical know-how and more on strategy, communication or finance.

Project management is an example of where some technical knowledge is combined with financial and communications skills. Project management is about working out timescales and resources needed for a project, for example installing all the IT necessary for a new oil rig and then making sure the project keeps to budget and meets the deadline.

Policy & Strategy

People working in strategy and planning roles are likely to have good technical knowledge but not be using it hands-on. They tend to be in more senior roles, which, for example, a programmer could grow into.

A continuity planner, for example, looks at how IT services would continue to run in case of an emergency such as a fire destroying an organization's infrastructure.

Architect roles, one of the industry's current career

buzzwords, also come under this category. Architects give guidance and direction-setting on large products, including writing policy documents, managing contracts and advising on the technical elements of a project.

Skills Profiles

As more organizations move towards an assignment-based model of working, they need a clear understanding of the capabilities of their ICT staff.

The result for ICT staff is that the emphasis will be on role profiles instead of a job description. A role profile lists the skills and competencies that ICT professionals are expected to have.



SFIA provides employers of ICT professionals with the tools to carry out a range of HR activities against a common framework of reference – including skill audits, planning future skill requirements, standardization of job titles and functions, organization charting and training.

The following pages present a job-certification matrix based on the SFIA core management skills for IT.

SFIA® driven skills development

The aim of the diagram is to highlight the key roles offered within an ICT career, so that informed decisions can be made when considering training and career options and pathways.

IT Policy & Strategy	IT governance, including strategic information management and enterprise architecture	CobIT	CISA	CISM	CGEIT	CRISC	ISO 20000	ISO 27000	ITIL FDN	ITIL OSA	ITIL SOA	ITIL RCV	ITIL PPO	ITIL CSI	ITIL MAL	TOGAF	Archimate	PRINCE2	TMAP	SFIA
» CIO » IT Manager » IT Consultant	The chief information officer (CIO) is responsible for the overall management of an organisations information and communication technology services.	X			X	X			X					X	X					X
» IT Governance Manager » IT Process Manager	Assists the organisation to meet best practice standards in the development, use and maintenance of ICT systems, information and related assets.	X			X	X	X	X	X					X						
» IT Auditor » Quality Manager	Examines the controls within an information technology (IT) infrastructure. Evidence determines if the information systems are safeguarding the organization's goals or objectives.	X	X				X	X	X					X						
» IT Strategist » Portfolio Manager » Product Manager	Considers how ICT is used across the organisation and makes recommendations on how the business can improve the use of ICT and improve the way business is conducted.								X	X				X						
» Enterprise Architect	Builds a holistic view of the organisation's strategy, processes, information and information technology assets. Ensures that the business and IT are in alignment.	X			X		X	X	X				X			X	X			
» Solutions Architect	Organizes the development effort of a systems solution. Responsible for the development of the overall vision that underlies the projected solution.	X				X		X	X			X		X		X	X	X		
» Business Architect » Business Process Modeller	Graphically represents how business is done (As-Is) or how business is to be done (To-Be). A business process model is created using a standardised modelling notation.							X	X					X		X	X			
» Data Architect » Information Management Specialist	Organises and controls the structure, processing and delivery of information. Collects and manages information from one or more sources and distributes that information.							X	X					X		X	X			
» Technical Architect » Configuration Manager	Documents an organisation's ICT technical infrastructure. Maps the current hardware, operating systems, programming and networking solutions.							X	X			X		X		X	X			
» Security Architect » Information Security Manager	Reviews the security requirements and develops the security architecture and ensures that security services are implemented.	X		X			X	X	X			X		X		X	X			
» Business Continuity Planner » Service Continuity Mgr.	Responsible for ensuring that there are plans in place for an organisation to continue to function in the event of a disaster or catastrophic event.	X			X		X	X	X			X		X						

Business Change	Covers aspects of ICT that relate to changes to the management or operation of the enterprise	CobIT	CISA	CISM	CGEIT	CRISC	ISO 20000	ISO 27000	ITIL FDN	ITIL OSA	ITIL SOA	ITIL RCV	ITIL PPO	ITIL CSI	ITIL MAL	TOGAF	Archimate	PRINCE2	TMAP	SFIA
» Program Director	Has oversight and control delivery of several related projects. At the senior level this could involve managing a portfolio or projects or programmes.	X			X	X			X					X		X		X		
» Project Manager	Is tasked with ensuring that a project achieves agreed objectives within time, cost, risk and quality parameters.	X			X	X			X					X		X		X		X
» Program/Project Office (PMO) Manager	Is the lead role in the Program Office. The Program Office may be dedicated to supporting a single program, or it may support a number of programs.								X		X		X	X	X			X		
» Change Manager	Ensures that changes to information systems and related infrastructure meet the needs of the business, and have a minimal risk to the business and the information.	X			X			X	X		X		X	X	X			X		

Based on the UK Skills Framework for the Information Age (SFIA), the diagram shows the most common ICT management certifications for hiring or developing each role.

Development	Responsible for all aspects of building ICT systems, applications and technologies.	CobIT	CISA	CISM	CGEIT	CRISC	ISO 20000	ISO 27000	ITIL FDN	ITIL OSA	ITIL SOA	ITIL RCV	ITIL PPO	ITIL CSI	ITIL MAL	TOGAF	Archimate	PRINCE2	TMAP	SFIA
» Development Manager	Has responsibility for ensuring that systems development (programming, coding, systems integrations etc) is aligned to the strategic goals of the organisation.	X				X			X			X	X	X	X	X	X	X		X
» Business Analyst	Accountable for identifying business needs, capturing requirements and determining solutions to business problems.								X	X										
» Systems Analyst	Very similar to a business analyst. A business analyst focuses on finding a solution from a stakeholder perspective. A systems analyst has more of a technical focus.								X			X				X				
» Systems Engineer	Design, development and implementation of an IT system, based on defined requirements. The role involves planning and designing IT systems.								X			X				X				
» Programmer / Analyst	Responsible for the design, creation, testing and documentation of new and amended programs from supplied specifications in accordance with agreed standards.								X		X					X	X			
» Data Modeller	Responsible for creating a graphical model or a data model of how data will be stored. A data model is a way of structuring and organising data that will be stored in a database.								X							X	X			
» Web Developer	Responsible for the technical design of web sites. Along with the technical design the web developer is involved in the maintenance of the web sites.								X		X									
» Testing Manager	Responsible for testing policy within an organisation. They will also act as a technical expert on the subject of testing processes and standards.								X		X									X

Operations	Covers all areas of the delivery of ICT services to users, from helpdesk to account management	CobIT	CISA	CISM	CGEIT	CRISC	ISO 20000	ISO 27000	ITIL FDN	ITIL OSA	ITIL SOA	ITIL RCV	ITIL PPO	ITIL CSI	ITIL MAL	TOGAF	Archimate	PRINCE2	TMAP	SFIA
» Operations Manager » Service (Delivery) Manager	Ensures the smooth running of the ICT operations or services department in alignment with the business objectives of the organisation.	X				X	X		X	X	X	X	X	X	X					X
» Account Manager » Business Relationship Manager	Act as the liaison between the Information Communication and Technology (ICT) department and the business.								X	X										
» Service Level Manager	Responsible for the monitoring, reporting and ongoing improvement of a set of services and the associated service level agreements								X	X		X	X	X						
» Service Desk Manager	Build, manage and lead a service desk. The role entails operational management of the desk and process improvement to ensure constant delivery against agreed SLA's.								X	X			X							
» Network Manager » Telecommunications Manager	Responsible for the overall management and direction that an organisation's ICT network will take.								X	X		X								
» Application Manager (SAP, CRM, ...)	Application management and support roles								X	X		X								
» Systems Administrator » Support Engineer	Technical management and support roles								X	X		X								

IT Governance

IT Governance is a subset discipline of Corporate Governance focused on information technology (IT) systems and their performance and risk management. The rising interest in IT governance is partly due to compliance initiatives, for instance Sarbanes-Oxley in the USA and Basel II in Europe, as well as the acknowledgment that IT projects can easily get out of control and profoundly affect the performance of an organization.

A characteristic theme of IT governance discussions is that the IT capability can no longer be a black box. IT governance implies a system in which all stakeholders, including the board, internal customers, and in particular departments such as finance, have the necessary input into the decision making process. This prevents IT from independently making and later being held solely responsible for poor decisions.

Standards and Frameworks

COBIT is regarded as the world's leading IT governance and control framework. COBIT provides tools to assess and measure the performance of 34 IT processes of an organization. Originally created by ISACA, COBIT is now the responsibility of the ITGI (IT Governance Institute).

ISO/IEC 20000 is a global standard that describes the requirements for an information technology service management (ITSM) system. The standard was developed to mirror the best practices described within the IT Infrastructure Library (ITIL) framework.

ISO/IEC 27000 is a set of best practices for organizations to follow to implement and maintain a security program. It started out as British Standard 7799, which was published in the United Kingdom and became a well-known standard in the industry that was used to provide guidance to organizations in the practice of information security.

ISO/IEC 38500 provides a framework for effective governance of IT to assist those at the highest level of organizations to understand and fulfill their legal, regulatory, and ethical obligations in respect of their organizations' use of IT. This standard provides guiding principles for directors of organizations on the effective, efficient, and acceptable use of Information Technology (IT) within their organizations.

Professional ISACA Certifications

Certified in the Governance of Enterprise Information Technology (CGEIT) is an advanced certification created in 2007 by the Information Systems Audit and Control Association (ISACA). It is designed for experienced professionals, who can demonstrate 5 or more years experience, serving in a managing or advisory role focused on the governance and control of IT at an enterprise level. It also requires passing a 4-hour test, designed to evaluate an applicant's understanding of enterprise IT management.

Certified in Risk and Information Systems Control (CRISC) is designed for IT professionals who have hands-on experience with risk identification, assessment, and evaluation; risk response; risk monitoring; IS control design and implementation; and IS control monitoring and maintenance. The CRISC designation aids professionals who have knowledge and experience identifying and evaluating entity-specific risk in helping enterprises accomplish business objectives by designing, implementing, monitoring and maintaining risk-based, efficient and effective IS controls.

Seminar Description

The main challenge for most IT managers today is: how to deliver the best possible IT services using limited resources. It is a complex task, one that can only be accomplished by using sound management frameworks and global best practices. IT management frameworks are indispensable for the creation of an IT management strategy.

But there are many IT management frameworks to choose from and many IT managers have difficulty seeing the trees through the forest.

Using every available framework is not an option. There are too many overlaps and complementarities and even some contradictions. The question is: how to pick and choose the elements from various frameworks that apply to your specific situation?

This seminar is an introduction to the most important IT management frameworks. We take a look at their contents and usage, with tangible examples and side-by-side comparisons. At the end of the day all participants will share a deep understanding of how the various IT management frameworks can contribute to solving specific challenges.

Learning Outcomes

- What is an **IT Management Framework**?
- What are the **most important** IT Management Frameworks?
- How do IT Management Frameworks **help achieve business outcomes**?
- What are the **similarities, the overlaps and the interconnections** between the various IT Management Frameworks?
- **How to choose** the appropriate IT Management Framework for your IT Management challenge.
- What are the **latest developments** and what does the future hold?

Prerequisites

There are no mandatory prerequisites. This is an advanced seminar which assumes you are already familiar with general IT management terms and theory.

Exam

This is not a certification course.

Duration: 1 day

Venue: in-house on demand

Exam: N/A

This seminar offers an introduction to IT management frameworks for:

- **IT Governance:** ISO 38500, CobiT, ValIT, IT Balanced Scorecard, ISO 27000, ISO 20000
- **IT Service Management:** ITIL, ASL, BiSL, CMMI, eSCM-SP
- **Enterprise Architecture:** Zachman, TOGAF
- **Project Management:** PRINCE2, PMBoK, MSP

Course Description

ISO 20000 Practitioner is an intensive case study oriented 2-day workshop designed for internal auditors and consultants who play a role in the ISO/IEC 20000 implementation or in providing support around ISO/IEC 20000 implementations.

Practical examples and real life case studies are used to guide you through the implementation route and prepare you to conduct an ISO/IEC 20000 assessment or audit.

The course covers the interpretation and application of the ISO/IEC 20000 standard and enables practitioners to develop the service management capability of an organization and assess its readiness for certification within the ISO/IEC 20000 certification Scheme.

Learning Outcomes

- Understand the **benefits of achieving ISO/IEC 20000 certification**.
- Define your **path towards implementation** of ISO/IEC 20000.
- Define the **relationships between the different service management processes** from an implementation perspective .
- **Understand the role change imposes** on an organization and how to deal with this from an ISO 20000 implementation perspective.
- Understand what is required for an **ISO/IEC 20000 Audit**.

Prerequisites

- The Foundation Certificate in IT Service Management.
- Good spoken and written language skills - Speaking skills, presentation skills, empathy, meeting skills, teamwork skills.
- At least two years professional experience as manager, auditor or consultant in the field of IT management.

Exam

The examination consists of a single, 1-hour, "closed book" multiple choice paper and a 1-hour written assignment, which is also "closed book".

In order to achieve the qualification, candidates must score at least 50% in each of the elements with a combined total of 65% or higher.

Duration: 2 days

Venue: public & in-house
Exam: APMG (last day of course)

This course provides guidance and practice about:

- Introduction and background to ISO/IEC 20000
- The certification scheme
- ISO/IEC 20000 Part 1
- ISO/IEC 20000 Part 2
- Scoping
- The use and application of ISO/IEC 20000

Duration: 2 days

Venue: public & in-house
Exam: ISACA (last day of course)

This course provides an introduction to the 34 processes and 4 domains of CobiT and discusses:

- The principles of IT Governance
- The CobiT Framework
- The CobiT Components: Control Objectives, Control Practices, Management Guidelines and Audit Guidelines

Course Description

The CobiT 4.1 Foundation course addresses the benefits of a sound IT governance framework and explains how to realize effective IT governance using the CobiT best practices framework. It explains the CobiT framework using practical examples and a case-study-driven approach. It also addresses all other components of the CobiT toolkit, such as audit guidelines and management guidelines.

The course helps professionals understand how to use CobiT in a logical and understandable manner and validates this knowledge in an interactive manner. This course will cement your understanding of how CobiT can improve IT operations and support IT governance issues. It will also ensure you understand the levels of security and control necessary to protect your company's assets through the development of an IT governance model.

Learning Outcomes

By the end of the course, you will be able to identify:

- How **IT management issues** affect organizations.
- The **principles of IT governance**, how IT governance helps address IT management issues, and who should be responsible for IT governance.
- The **need for a control framework** driven by the need for IT governance.
- How CobiT meets the requirement for an IT governance framework.
- How **CobiT is used with other standards and best practices**.
- The **CobiT framework and all the components of CobiT**, which are control objectives, control practices, management guidelines, and audit guidelines.
- **How to apply CobiT** in a practical situation.
- The benefits of using CobiT.
- The products and support that ITGI provides.

Prerequisites

There are no mandatory prerequisites; however, work experience in governance, process improvement or IT services is recommended.

Exam

Type: Paper based, multiple-choice examination. The COBIT Foundations examination is administered and marked by Information Systems Audit and Control Association (ISACA).

Duration: 60 minutes.

Pass Score: 28/40 or 70%.



Course Description

Introduced in 2007, the Certified in the Governance of Enterprise IT (CGEIT) designation is the third certification offered by ISACA. Designed for professionals who manage, provide advisory and/or assurance services and/or who otherwise support the governance of an enterprise's IT and who wish to be recognized for their IT governance-related experience and knowledge, CGEIT is based on the IT Governance Institute's (ITGI's) intellectual property and the input of subject matter experts around the world.

Learning Outcomes

- **Define, establish and maintain an IT governance framework** (leadership, organizational structures and processes) to: ensure alignment with enterprise governance; control the business information and information technology environment through the implementation of good practices; and assure compliance with external requirements.
- Ensure that **IT enables and supports the achievement of business objectives** through the integration of IT strategic plans with business strategic plans and the alignment of IT services with enterprise operations to optimize business processes.
- Ensure that IT and the business fulfill their value management responsibilities: **IT-enabled business investments achieve the benefits as promised** and deliver measurable business value both individually and collectively, that required capabilities (solutions and services) are delivered on-time and within budget, and that IT services and other IT assets continue to contribute to business value.
- Ensure that appropriate frameworks exist and are aligned with relevant standards to **identify, assess, mitigate, manage, communicate and monitor IT-related business risks** as an integral part of an enterprise's governance environment.
- Ensure that **IT has sufficient, competent and capable resources** to execute current and future strategic objectives and keep up with business demands by optimizing the investment, use and allocation of IT assets.
- Ensure that business-supporting IT goals/objectives and measures are established in collaboration with key stakeholders and that **measurable targets are set, monitored and evaluated**.

Prerequisites

Delegates who elect to take the CGEIT Review course should have completed the CobiT Foundation course and hold a Foundation certificate.

Exam

There is no exam included with this course. The course prepares delegates for the CGEIT (Certified in the Governance of Enterprise IT) examination by ISACA.

Duration: 4 days

Venue: public & in-house
Exam: ISACA (not included)

The Job Practice domains are as follows

- IT Governance Framework (25%)
- Strategic Alignment (15%)
- Value Delivery (15%)
- Risk Management (20%)
- Resource Management (13%)
- Performance Measurement (12%)

Duration: 4 days

Venue: public & in-house
Exam: ISACA (not included)

The Job Practice domains are as follows

- Risk Identification, Assessment and Evaluation (31%)
- Risk Response (17%)
- Risk Monitoring (17%)
- Risk Management (20%)
- Information Systems Control Design and Implementation (17%)
- IS Control Monitoring and Maintenance (18%)



Course Description

Introduced in 2010, The Certified in Risk and Information Systems Control certification (CRISC), pronounced "see-risk," is intended to recognize a wide range of IT and business professionals for their knowledge of enterprise risk and their ability to design, implement and maintain information system (IS) controls to mitigate such risk.

CRISC is based on independent market research and input from thousands of subject matter experts from around the world as well as ISACA's intellectual property including Risk IT and COBIT 4.1.

Those who earn the CRISC designation help enterprises benefit from the rising business demands for IT professionals who understand business risk and have the technical knowledge to implement appropriate IS controls.

Learning Outcomes

By the end of the course, you will be able to:

- **Identify, assess and evaluate risk** to enable the execution of the enterprise risk management strategy.
- **Develop and implement risk responses** to ensure that risk factors and events are addressed in a cost-effective manner and in line with business objectives.
- **Monitor risk and communicate information to the relevant stakeholders** to ensure the continued effectiveness of the enterprise's risk management strategy.
- **Design and implement information systems controls in alignment with the organization's risk appetite** and tolerance levels to support business objectives.
- **Monitor and maintain information systems controls** to ensure they function effectively and efficiently.

Prerequisites

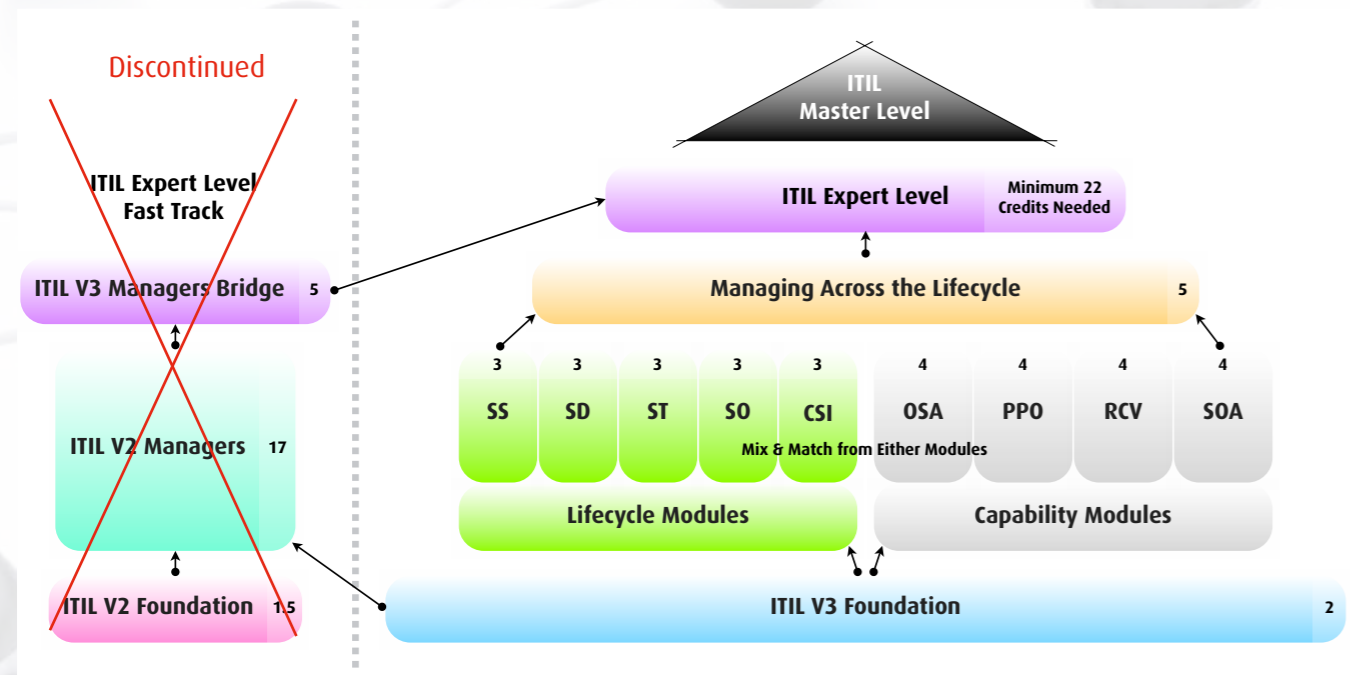
Delegates who elect to take the CRISC Review course should have completed the CobiT Foundation course and hold a Foundation certificate.

Exam

There is no exam included with this course. The course prepares delegates for the CRISC (Certified in Risk and Information Systems Control) examination by ISACA.

IT Service Management

IT service management (ITSM) is a discipline for managing information technology (IT) systems, philosophically centered on the customer's perspective of IT's contribution to the business. ITSM stands in deliberate contrast to technology-centered approaches to IT management and business interaction. Providers of IT services can no longer afford to focus on technology and their internal organization, they now have to consider the quality of the services they provide and focus on the relationship with customers.



Duration: 3 days

Venue: public & in-house
Exam: EXIN (last day of course)

This course provides an introduction to the 21 processes and 4 functions of ITIL V3 across the Service Lifecycle:

- Service Strategy
- Service Design
- Service Transition
- Service Operation
- Continual Service Improvement (CSI)

Course Description

ITIL V3's most significant benefit is that it shows you what to do in terms of improving IT operations – and how to do it. All of the ITIL V2 processes are contained within V3, with greater emphasis on how to demonstrate value to the business with examples of ROI statements and case studies.

Now is an opportune time to apply the lifecycle principles to your environment and ensure that the service ethos of continual service improvement is an integral part of business as usual. Plus, with ITIL now an international quality standard (ISO/IEC 20000), your organization can receive independent verification of IT Service Management excellence.

Among the many benefits, this standard provides organizations with a competitive edge in the RFP process and can be instrumental in audit preparation. This course includes a 60 minute, 40 question, multiple-choice exam. An independent examination body marks the exam.

Learning Outcomes

By the end of the course, you will be able to identify:

- ITIL's **key concepts, definitions and objectives**
- ITIL's **service-driven lifecycle approach** and the five key stages of this model
- **Structure, components and processes** of the five core ITIL books
- High level description of the **main activities, goals, benefits, challenges and management reporting** for the respective processes
- Outline of **relationships between the ITIL processes**
- **Overview of ITIL certifications:** Foundation, Intermediate and Advanced
- How ITIL processes can **improve IT operations**

Prerequisites

None

Exam

Type: Online, Forty (40) multiple choice, simple scored questions. Each question will have 4 possible answer options, only one of which is correct and earns 1 mark.

Duration: Maximum 60 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 26/40 or 65%.

ITIL

ITIL is a set of concepts and practices for managing Information Technology (IT) services (ITSM), IT development and IT operations. ITIL gives detailed descriptions of a number of important IT practices and provides comprehensive checklists, tasks and procedures that any IT organization can tailor to its needs.

The ITIL V3 Qualification Scheme

The ITIL v3 certification scheme offers a modular approach; each qualification is assigned a credit value so that upon successful completion of the module, the candidate is rewarded with both a certification and a number of credits. A candidate willing to achieve the Expert level will have, among other requirements, to gain the required number of credits (22).

The ITIL Capability Certifications (**Operational Support & Analysis - OSA**; **Planning, Protection and Optimisation - PPO**; **Release, Control and Validation - RCV**; and **Service Offerings and Agreements - SOA**) are meant to convey a level of professionalism for people fulfilling core roles in ICT.



ITIL V3 Operational Support & Analysis

ITIL V3 Service Offerings & Agreements

Course Description

The ITIL Intermediate Qualification: Operational Support and Analysis (OSA) Certificate is a freestanding qualification, but is also part of the ITIL Intermediate Capability stream, and one of the modules that leads to the ITIL Expert in IT Service Management Certificate.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in Service Management as documented in the ITIL Service Lifecycle core publications.

The ITIL Certificate in Operational Support and Analysis is intended to enable the holders of the certificate to apply the practices in resolution and support of the Service Management Lifecycle.

Learning Outcomes

- **Create an enterprise IT priority model** covering Incidents, Problems and Changes in support of customer Service Level Agreements (SLAs).
- Effectively **identify and eliminate Incidents** from your production environment.
- **Increase Availability** and improve operational stability by reducing Mean Time to Restore Service (MTRS) up to 80% for Major Incidents.
- **Reduce the cost of handling Incidents** through streamlined escalation policies and procedures.
- **Improve the effectiveness of the Service Desk** by clearly defining roles and responsibilities for the Service Desk personnel and other support roles.
- **Improve user satisfaction** and reduce costs by streamlining the provisioning processes of Request Fulfillment.

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.



ITIL OSA

Duration: 4 days

Venue: public & in-house
Exam: EXIN (last day of course)

Processes covered:

- Event Management
- Request Fulfillment
- Incident Management
- Problem Management
- Access Management

Functions covered

- Service Desk
- Technical Management
- Application Management
- IT Operations Management



ITIL SOA

Duration: 4 days

Venue: public & in-house
Exam: EXIN (last day of course)

This course covers the following processes in detail:

- Service Portfolio Management (SPM)
- Demand Management
- Financial Management
- Service Catalog Management
- Service Level Management (SLM)
- Supplier Management

Course Description

The ITIL Intermediate Qualification: Service Offerings and Agreements (SOA) Certificate is a freestanding qualification, but is also part of the ITIL Intermediate Capability stream, and one of the modules that leads to the ITIL Expert in IT Service Management Certificate.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in Service Management as documented in the ITIL Service Lifecycle core publications.

The ITIL Certificate in Service Offerings and Agreements is intended to enable the holders of the certificate to apply the practices during the Service Management Lifecycle.

Learning Outcomes

- **Learn to manage IT service offerings** with certainty by focusing on the key ITIL processes needed to identify, define and budget services.
- **Manage customer expectations** with realistic Service Level Agreements (SLAs).
- **Ensure Return on Investment (ROI)** and service value through effective management of the Service Portfolio.
- Define a service-based costing framework to **support accurate pricing and cost recovery**.
- Define and manage an actionable **Service Catalog**.
- **Integrate external providers** as true partners into your service value network.
- **Established forecasted use of IT services** in support of demand and resource management.

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.

Course Description

The ITIL Intermediate Qualification: Release, Control and Validation (RCV) Certificate is a free-standing qualification, but is also part of the ITIL Intermediate Capability stream, and one of the modules that leads to the ITIL Expert in IT Service Management Certificate.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in Service Management as documented in the ITIL Service Lifecycle core publications.

The ITIL Certificate in Release, Control and Validation is intended to enable the holders of the certificate to apply the practices during the Service Management Lifecycle.

Learning Outcomes

- **Improve the success rate and throughput of changes** by mandating fit for purpose review and approvals.
- **Ensure Change Management is responsive** to business requirements without being bureaucratic.
- **Increase the volume of Changes** without increasing business risk using an improved Change and Release model.
- **Manage risks effectively** through the use of an effective change model and a functioning CMDB.
- Reduce the risk of service changes by **establishing detailed production assurance requirements**.
- **Integrate IT project management** and Application Development with Release and Change Management.

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.



ITIL RCV

Duration: 4 days

Venue: public & in-house
Exam: EXIN (4th day)

This course covers the following processes in detail:

- Service Asset & Configuration Management (SACM)
- Change Management
- Request Fulfillment
- Release & Deployment Management
- Service Validation & Testing
- Evaluation
- Knowledge Management



ITIL PPO

Duration: 4 days

Venue: public & in-house
Exam: EXIN (4th day)

This course covers the following processes in detail:

- Availability Management
- Information Security Management (ISM)
- Demand Management
- Capacity Management
- IT Service Continuity Management (ITSCM)
- Risk Management

Course Description

The ITIL Intermediate Qualification: Planning, Protection and Optimization (PPO) Certificate is a freestanding qualification, but is also part of the ITIL Intermediate Capability stream, and one of the modules that leads to the ITIL Expert in IT Service Management Certificate.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in Service Management as documented in the ITIL Service Lifecycle core publications.

The ITIL Certificate in Planning, Protection and Optimization is intended to enable the holders of the certificate to apply the practices during the Service Management Lifecycle.

Learning Outcomes

- **Learn to effectively design and plan for IT Availability, Capacity, Continuity and Security Management** to meet demanding business requirements.
- **Build a tactical Availability and Capacity Plan** to support IT Strategy, Service Portfolio investment and implementation decisions.
- Move **IT Service Continuity** from a sporadic project to an embedded process approach.
- **Integrate Information Security Management (ISM)** into the full Service Lifecycle.
- Move **Risk Management** from a reactive audit perspective to a proactive strategic planning process.
- Use technical Capacity and Availability data for **Service and system planning and reporting**.

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.



Course Description

The ITIL Intermediate Qualification: Continual Service Improvement Certificate is a free-standing qualification, but is also part of the ITIL Intermediate Lifecycle stream, and one of the modules that leads to the ITIL Expert in IT Service Management Certificate.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge on industry practices in Service Management as documented in the ITIL Continual Service Improvement publication.

Learning Outcomes

Following completion of this unit, the candidate will possess knowledge of:

- The importance of Service Management as a Practice concept and **Continual Service Improvement Principals, Purpose and Objective**
- How all **processes** in ITIL Continual Service Improvement interact with other Service Lifecycle Processes
- The **sub-processes, activities, methods and functions** used in each of the ITIL Continual Service Improvement processes
- The **roles and responsibilities** within ITIL Continual Service Improvement and the activities and functions to achieve Service Improvement excellence
- **Technology and implementation considerations** surrounding ITIL Continual Service Improvement
- **Challenges, Critical Success Factors and Risks** associated to ITIL Continual Service Improvement

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (the V3 Foundation or V2 Foundation plus Bridge Certificate) which shall be presented as documentary evidence to gain admission.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.



ITIL CSI

Duration: 3 days

Venue: public & in-house
Exam: EXIN (last day of course)

This course covers the following topics:

- Introduction to CSI
- CSI Principles
- CSI Process
- CSI Methods and Techniques
- Organisation for CSI
- Technology for CSI



ITIL Expert

Duration: 4 days

Venue: public & in-house
Exam: EXIN (last day of course)

This course provides in-depth coverage of the following topics:

- ITSM Business Issues
- Management of Strategic Change
- Risk Management
- Implementation of ITSM
- Understanding Organisational Challenges
- Service Assessment
- Complementary Industry Guidance & Tool Strategies

Course Description

The ITIL Intermediate Qualification: Managing Across the Lifecycle Certificate is a free-standing qualification, but is also the final module of the Service Lifecycle and/or Service Capability modules that leads to the ITIL Expert in IT Service Management.

The purpose of this training module and the associated exam and certificate is, respectively, to impart, test, and validate the knowledge across the contents of the ITIL V3 publications; focusing on business, management and supervisory objectives, purpose, processes, functions and activities, and on the interfaces and interactions between the processes addressed in the five core ITIL V3 publications.

Learning Outcomes

Candidates can expect to gain competencies in the following upon successful completion of the education and examination components related to this certification:

- Introduction to IT Service Management **Business and Managerial Issues**
- **Managing the Planning and Implementation** of IT Service Management
- Management of **Strategic Change**
- **Risk Management**
- Understanding **Organisational Challenges**
- **Service Assessment**
- Understanding **Complementary Industry Guidance**

Prerequisites

Candidates wishing to be trained and examined for this qualification must already hold the ITIL Foundation Certificate in IT Service Management (2 credits from the V3 Foundation or V2 Foundation plus Bridge Certificate) and have obtained a further 15 credits (a total of at least 17 credits) as a minimum from a balanced selection of ITIL Service Lifecycle or Service Capability qualifications. Documentary evidence of this must be presented to gain admission to this certification level.

Exam

Type: Online, eight (8) multiple choice, scenario-based, gradient scored questions. Each question will have 4 possible answer options, one of which is worth 5 marks, one which is worth 3 marks, one which is worth 1 mark, and one which is a distracter and achieves no marks.

Duration: Maximum 90 minutes for all candidates in their respective language (Candidates sitting the examination in a language other than their first language are allowed to use a dictionary).

Pass Score: 28/40 or 70%.



Enterprise Architecture

Enterprise architecture is the art and science of enterprise design. The motivating thesis behind it is that applying systematic rational methods to enterprise design will produce an enterprise that more effectively and efficiently pursues its purposes. Enterprise architecture is both the process and the product of this application of systematic methods. As a complex process, enterprise architecture may use a framework of methods and conceptual tools.

A formal definition of the architecture of an enterprise comes from the MIT Center for Information Systems Research: "Enterprise architecture is the organizing logic for business processes and IT infrastructure reflecting the integration and standardization requirements of the firm's operating model."

The enterprise architecture description is a holistic, systematic description of the enterprise. It encompasses business functions and process, people and organization, business information, software applications and computer systems with their relationships to the enterprise goals.

TOGAF - The Open Group Architecture Framework

Enterprise Architecture (EA) is increasingly used to plan, analyze, communicate and manage changes. A number of Enterprise Architecture frameworks already exist and are widely recognized, each of which has its particular (dis)advantages, and relevance for Enterprise Architecture. However, TOGAF is the only open standard method for developing an Enterprise Architecture.

TOGAF is a detailed method and a set of supporting tools for developing an Enterprise Architecture. It describes the process for acceptance, production, use and maintenance of Enterprise Architectures. TOGAF is used worldwide by numerous architects to design, evaluate, and build the right architecture for their organization.

TOGAF is the result of best practice, as gathered by The Open Group's Architecture Forum. Consequently, TOGAF's great strength is that it is non-proprietary and free to use. However, this does mean that architects need to customize and tailor TOGAF to their organization's specific needs. TOGAF has been refined over the years and the latest version published is TOGAF 9.

TOGAF is a tremendous success. Major companies worldwide have adopted and use TOGAF now as their guiding architecture.

Enterprise Architecture Modeling with ArchiMate

ArchiMate is an open and independent graphical modeling language for EA, in use at many end-user organizations and supported by different tool vendors and consulting firms.

ArchiMate provides instruments to support enterprise architects in describing, analyzing, visualizing, and communicating architectural concepts, relationships, and impact consequences within and among business domains in an unambiguous and standardized way.

ArchiMate and TOGAF work well together. TOGAF is the delivery method for EA artifacts. ArchiMate is used as a modeling language to deliver TOGAF EA models.

Duration: 2 days

Venue: public & in-house

Exam: Prometric

This course provides an introduction to:

- The TOGAF 9 Components
- Architecture Development Method
- The Enterprise Continuum
- Architecture Governance
- Architecture Views and Viewpoints
- Building Blocks and the ADM
- The ADM Phases
- ADM Guidelines and Techniques
- Key ADM Deliverables
- TOGAF Reference Models

Course Description

The TOGAF Foundation course takes you through the TOGAF 9 material, using many case studies and examples to illustrate and practice TOGAF.

The purpose of certification to TOGAF 9 Level 1, known as TOGAF 9 Foundation, is to provide validation that the Candidate has gained knowledge of the terminology, structure, and basic concepts of TOGAF 9, and understands the core principles of Enterprise Architecture and TOGAF.

The learning objectives at this level focus on knowledge and comprehension.

Learning Outcomes

Individuals certified at this level will have demonstrated their understanding of:

- The **basic concepts of Enterprise Architecture** and TOGAF
- The **core concepts of TOGAF 9**
- The **key terminology** of TOGAF 9
- The **ADM cycle** and the objectives of each phase, and how to adapt and scope the ADM
- The concept of the **Enterprise Continuum**; its purpose and constituent parts
- How each of the **ADM phases** contributes to the success of enterprise architecture
- The **ADM guidelines and techniques**
- How **Architecture Governance** contributes to the Architecture Development Cycle
- The concepts of **views and viewpoints** and their role in communicating with stakeholders
- The concept of **building blocks**
- The **key deliverables** of the ADM cycle
- The TOGAF **reference models**
- The TOGAF **certification program**

Prerequisites

A prior knowledge of enterprise architecture is advantageous but not required.

Exam

Type: Prometric, multiple-choice examination, each correct answer scores a single point.

Duration: 60 minutes.

Pass Score: 22/40 or 55%.



Course Description

The purpose of certification for TOGAF 9 Level 2, known as TOGAF 9 Certified, is to provide validation that in addition to the knowledge and comprehension of TOGAF 9 Foundation, the Candidate is able to analyze and apply this knowledge.

The learning objectives at this level therefore focus on application and analysis in addition to knowledge and comprehension.

Learning Outcomes

Individuals certified at this level will have demonstrated their understanding of:

- How to **apply the ADM phases** in development of an enterprise architecture
- How to **apply Architecture Governance** in development of an enterprise architecture
- How to **apply the TOGAF Architecture Content Framework**
- How to **apply the concept of Building Blocks**
- How to **apply the Stakeholder Management Technique**
- How to **apply the TOGAF Content Metamodel**
- How to **apply TOGAF recommended techniques** when developing an enterprise architecture
- The **Integrated Information Infrastructure Reference Model**
- The **content of the key deliverables of the ADM cycle**
- The **purpose of the Architecture Repository**
- How to **apply iteration** and different levels of architecture with the ADM
- How to **adapt the ADM for security**
- **SOA** as a style of architecture
- The role of **architecture maturity models** in developing an enterprise architecture
- The purpose of the **Architecture Skills Framework** and how to apply it within an organization

Prerequisites

A candidate must be certified to TOGAF 9 Foundation and have a TOGAF 9 Foundation entry in the Directory of Certified People at www.opengroup.org/togaf9/cert/register.html

Exam

Type: Prometric, 8 questions, open book, complex multiple-choice scenario-based examination.

Duration: 90 minutes.

Pass Score: 24/40 or 60%.

Duration: 2 days

Venue: public & in-house
Exam: Prometric

This course teaches students to apply:

- The TOGAF 9 Components
- Architecture Development Method
- The Enterprise Continuum
- Architecture Governance
- Architecture Views and Viewpoints
- Building Blocks and the ADM
- The ADM Phases
- ADM Guidelines and Techniques
- Key ADM Deliverables
- TOGAF Reference Models

Duration: 1 day

Venue: public & in-house
Exam: N/A

This course provides an introduction to:

- The concepts of Archimate
- Relations in Archimate
- Hands-on Archimate examples
- Meta model
- Views and viewpoints
- Extensions on ArchiMate
- ArchiMate and TOGAF
- Benefits of ArchiMate

Course Description

ArchiMate has emerged as one of the most comprehensive approaches for description of Enterprise Architectures, consisting of principles, methods and models used in the design and realization of organizational structure, business processes, information systems, and infrastructure. In this course, you will learn how to describe these aspects of architectures for enterprise and express them in ArchiMate.

The course also covers best practices of modeling Enterprise Architecture and provides practical guidance on how to make the enterprise modeling more effective.

Target group

- Enterprise architects
- Information architects
- Technology architects
- Application architects
- System integrators
- Business analysts
- Process Modellers
- Other business and technical specialists engaged in the development of enterprise architectures

Learning objectives

Upon completion of this course, attendees will be able to:

- **Describe key elements of Enterprise Architecture**
- **Use ArchiMate** to capture layers of Enterprise Architecture
- **Identify and create views** for enterprise models
- **Apply best practices of enterprise modeling**

Prerequisites

Experience with modeling (for example UML) is beneficial.

Exam

This is not a certification course. Rather, it is a hands-on workshop to introduce Archimate.



Project Management

Project management is the discipline of planning, organizing, and managing resources to bring about the successful completion of specific project goals and objectives. It is often closely related to and sometimes conflated with program management.

A project is a temporary endeavor, having a defined beginning and end (usually constrained by date, but can be by funding or deliverables), undertaken to meet particular goals and objectives, usually to bring about beneficial change or added value.

The temporary nature of projects stands in contrast to business as usual (or operations), which are repetitive, permanent or semi-permanent functional work to produce products or services. In practice, the management of these two systems is often found to be quite different, and as such requires the development of distinct technical skills and the adoption of separate management.

PRINCE2

PRINCE2 is a structured approach to project management, released in 1996 as a generic project management method. It combined the original PRINCE methodology with IBM's MITP (managing the implementation of the total project) methodology.

PRINCE2 provides a method for managing projects within a clearly defined framework. PRINCE2 describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it does not develop as planned.

In the method, each process is specified with its key inputs and outputs and with specific goals and activities to be carried out. This allows for automatic control of any deviations from the plan. Divided into manageable stages, the method enables an efficient control of resources. On the basis of close monitoring, the project can be carried out in a controlled and organized way.

PRINCE2 provides a common language for all participants in the project. The various management roles and responsibilities involved in a project are fully described and are adaptable to suit the complexity of the project and skills of the organization.

Project portfolio management

An increasing number of organizations are using, what is referred to as, project portfolio management (PPM) as a means of selecting the right projects and then using project management techniques as the means for delivering the outcomes in the form of benefits to the performing private or not-for-profit organization.

Project management methods are used 'to do projects right' and the methods used in PPM are used 'to do the right projects'. In effect PPM is becoming the method of choice for selection and prioritizing among resource inter-related projects in many industries and sectors.

Val IT, the ISACA framework and supporting publications addressing the governance of IT-enabled business investments, is of particular interest for PPM. You can learn about Val IT in the IT Governance courses.

Duration: 3 days

Venue: public & in-house
Exam: APMG (last day of course)

This course provides an introduction to:

- Definition of a Project and its relationship to Products
- Benefits of a structured approach to Project Management
- Seven Processes
- Seven Themes
- Two Techniques
- Management Products
- Relationships between Principles, Themes and Processes
- Tailoring

Course Description

This Foundation course is an APM Group Ltd (APMG) Accredited Course that covers the elements contained in the APMG Syllabus for the PRINCE2 (Projects IN Controlled Environments) Foundation Course.

The Foundation course is aimed at individuals who need to be informed members of a project management team within an environment using PRINCE2 methodology. It is targeted towards explanation of various terminology, the purpose and benefits of the documents produced and how these can be applied to everyday project work. The various elements of PRINCE2 will be re-enforced using a sample case study.

Learning Outcomes

This Foundation level course provides students with a working knowledge of PRINCE2 and its practical application on their real projects and is the what, how, why and where of obtaining appropriate advice and assistance about any project issue involving PRINCE2. Students learn about:

- Overview of **Key Concepts**
- The **Business Case** and **Organization**
- **Plans** and **Controls**
- The **Management of Risk and Quality** in a Project Environment
- **Configuration Management** and **Change Control**
- **Planning and Directing a Project**
- **Starting Up a Project** (SU) and **Initiating a Project** (IP)
- **Controlling a Stage** (CS) and **Managing Product Delivery** (MP)
- **Managing Stage Boundaries** (SB) and **Closing a Project** (CP)

Prerequisites

To gain the most from the Foundation Course we recommend that delegates should have had prior experience or awareness of projects and the project management environment, though not necessarily as a project manager.

Exam

Paper based: 75 multiple choice questions
Duration: 60 minutes
Closed book

The question Booklet contains 75 questions - 70 exam questions and 5 trial questions - each covering a different syllabus topic. Each of the 70 questions is worth 1 mark, but the trial questions are not scored. The use of trial questions enables new questions to be trialled without affecting candidates' marks. The pass mark is 35 (50%).

PRINCE2 2009 Practitioner

Course Description

This Practitioner course is an APM Group Ltd (APMG) Accredited Course that covers the elements contained in the APMG Syllabus for the PRINCE2 (PROjects IN Controlled Environments) Practitioner Course.

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.

The course will use a mix of tutorial, group work and self-study to enhance the individual learning including the use of sample examination papers to familiarize participants with the Practitioner examination.

Learning Outcomes

On completion of the course the participants should be able to:

- Discuss the structure and contents of PRINCE2 Practitioner examination paper.
- Explain the Glossary of PRINCE2 Practitioner examination questions types.
- Apply understanding of PRINCE2 and project management to answer PRINCE2 practitioner examination questions.

Prerequisites

Delegates must have passed their Foundation Examination.

Exam

Paper based: 108 multiple choice questions
Duration: 150 minutes
Open book

The pass mark is 59/108 (55%).

Duration: 3 days

Venue: public & in-house
Exam: APMG (last day of course)

The course will review:

- Practitioner exam - tips & technique
- Revision of key areas
- Practitioner exam questions
- Practitioner exam revision

SMME is an accredited training provider of IT management and control frameworks in the US, Europe and the Middle East. We focus on IT process frameworks which organisations use to develop world-class IT services.

We have expertise in:

- IT Governance
- IT Service Management
- Enterprise Architecture
- Project Management
- ICT skills and competency development (SFIA)

How do we work?

- We jointly determine what method of operation is likely to bring you the best results
- We listen, understand and empathise – we don't command and dictate
- We create experiential learning and ensure that skills, behaviours, attitudes and competencies are fully progressed and developed.

Implementing SFIA

SFIA has been around for a number of years and is used in many organisations worldwide. The benefits of using SFIA are well known and well established.

However, achieving these benefits is not always straightforward - there are many organisations whose efforts have stalled or are not achieving the expected benefits.

There are some clear best practices emerging and issues which you will encounter have probably been seen and tackled successfully elsewhere.

As experienced and accredited SFIA consultants we will help you answer these questions & successfully realise the benefits of SFIA.

About SMME



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