

# Project Management Professional® Exam Prep

## Learning Objectives:

Gain mastery of the core principles and practices of project management through the PMBOK® Guide – Seventh Edition.

## Learning Outcomes:

Upon completion, participants will be able to:

- Apply best practices across the ten project management knowledge areas.
- Manage projects effectively within resource constraints.
- Lead and collaborate with diverse teams.
- Prepare for and pass the PMP® exam.

## Target Audience:

Individuals seeking career advancement as project managers across various industries.

## Course Duration:

5 Days (35 Contact Hours)

## Course Outline

### Domain 1 (People – 42%)

#### Task 1: Manage Conflict

- Interpret the source and stage of the conflict
- Analyze the source and stage of the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution

#### Task 2: Lead a team

- Set a clear vision and mission
- Support diversity and inclusion (e.g., behavior type, thought process)
- Value servant leadership (e.g., relate the tents of servant leadership to the team)
- Determine an appropriate leadership style (e.g., directive, collaborative)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
- Analyze team members and stakeholders' influence
- Distinguish various options to lead the team members and stakeholders

#### Task 3: Support team performance

- Appraise team member performance against key performance indicators
- Support and recognize team member growth and development
- Determine appropriate feedback approach
- Verity performance improvements

Task 4: Empower team members and stakeholders

- Organize around team strengths
- Support team task accountability
- Evaluate the demonstration of task accountability
- Determine and bestow level(s) of decision-making authority

Task 5: Ensure team members/stakeholders are adequately trained

- Determine required competencies and elements of training
- Determine training options based on training needs
- Allocate resources for training
- Measure training outcome

Task 6: Build a team

- Appraise stakeholder's skills
- Deduce project resource requirements
- Continuously assess and refresh team skills to meet project needs
- Maintain team and knowledge transfer

Task 7: Address and remove impediments, obstacles, and blockers for the team

- Determine critical impediments, obstacles, and blockers for the team
- Prioritize critical impediments, obstacles, and blockers for the team
- Use the network to implement solutions to remove impediments, obstacles, and blockers for the team
- Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed

Task 8: Negotiate project agreements

- Analyze the bounds of the negotiations for an agreement
- Assess priorities and determine ultimate objective(s)
- Verify objective(s) of the project agreement are met
- Participate in agreement negotiations
- Determine a negotiation strategy

Task 9: Collaborate with stakeholders

- Evaluate the engagement needs of stakeholders
- Optimize alignment between stakeholder needs, expectations, and project objectives
- Build trust and influence stakeholders to accomplish project objectives

Task 10: Build a shared understanding

- Break down the situation to identify the root cause of a misunderstanding
- Survey all necessary parties to reach a consensus
- Support the outcome of the parties' agreement
- Investigate potential misunderstandings

Task 11: Engage and support virtual teams

- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement
- Implement options for virtual team member engagement
- Continually evaluate the effectiveness of virtual team member engagement

Task 12: Define team ground rules

- Communicate organizational principles with team and external stakeholders
- Establish an environment that fosters adherence to the ground rules
- Manage and rectify ground rule violations

#### Task 13: Mentor relevant stakeholders

- Allocate the time to mentoring
- Recognize and act on mentoring opportunities

#### Task 14: Promote team performance through the application of emotional intelligence

- Assess behavior through the use of personality indicators
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders

### **Domain 2 (Process – 50%)**

#### Task 1: Execute the project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally
- Examine the business value throughout the project
- Support the team to subdivide project tasks as necessary to find the minimum viable product

#### Task 2: Manage communications

- Analyze the communication needs of all stakeholders
- Determine communication methods, channels, frequency, and level of detail for all stakeholders
- Communicate project information and updates effectively
- Confirm communication is understood and feedback is received

#### Task 3: Assess and manage risks

- Determine risk management options
- Iteratively assess and prioritize risks

#### Task 4: Engage stakeholders

- Analyze stakeholders (e.g., power interest grid, influence, impact)
- Categorize stakeholders
- Engage stakeholders by category
- Develop, execute, and validate a strategy for stakeholder engagement

#### Task 5: Plan and manage budget and resource

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects
- Anticipate future budget challenges
- Monitor budget variations and work with the governance process to adjust as necessary
- Plan and manage resources

#### Task 6: Plan and manage schedule

- Estimate project tasks (milestones, dependencies, story points)
- Utilize benchmarks and historical data
- Prepare a schedule based on methodology
- Measure ongoing progress based on methodology
- Modify schedule, as needed, based on methodology
- Coordinate with other projects and other operations

#### Task 7: Plan and manage the quality of products/deliverables

- Determine quality standard required for project deliverables
- Recommend options for improvement based on quality gaps
- Continually survey project deliverable quality

#### Task 8: Plan and manage scope

- Determine and prioritize requirements
- Break down scope (e.g., WBS, backlog)
- Monitor and validate scope

Task 9: Integrate project planning activities

- Consolidate the project/phase plans
- Assess consolidated project plans for dependencies, gaps, and continued business value
- Analyze the data collected
- Collect and analyze data to make informed project decisions
- Determine critical information requirements

Task 10: Manage project change

- Anticipate and embrace the need for change (e.g., follow change management practices)
- Determine a strategy to handle change
- Execute change management strategy according to the methodology
- Determine a change response to move the project forward

Task 11: Plan and manage procurement

- Define resource requirements and needs
- Communicate resource requirements
- Manage suppliers/contracts
- Plan and manage procurement strategy
- Develop a delivery solution

Task 12: Manage project artifacts

- Determine the requirements (what, when, where, who, etc.) for managing the project artifacts
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders
- Continually assess the effectiveness of the management of the project artifacts

Task 13: Determine appropriate project methodology/methods and practices

- Assess project needs, complexity, and magnitude
- Recommend project execution strategy (e.g., contracting, finance)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid)
- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement, risk)

Task 14: Establish a project governance structure

- Determine appropriate governance for a project (e.g., replicate organizational governance)
- Define escalation paths and thresholds

Task 15: Manage project issues

- Recognize when a risk becomes an issue
- Attack the issue with the optimal action to achieve project success
- Collaborate with relevant stakeholders on the approach to resolve the issues

Task 16: Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team
- Outline expectations for working environment
- Confirm approach for knowledge transfers

Task 17: Plan and manage project/phase closure or transitions

- Determine criteria to successfully close the project or phase
- Validate readiness for transition (e.g., to the operations team or next phase)
- Conclude activities to close out the project or phase (e.g., final lessons learned, retrospective, procurement, financials, resources)

### Domain 3 (Business Environment) – 8%

#### Task 1: Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance)
- Classify compliance categories
- Determine potential threats to compliance
- Use methods to support compliance
- Analyse the consequences of non-compliance
- Determine necessary approach and action to address compliance needs (e.g., risk, legal)
- Measure the extent to which the project is in compliance

#### Task 2: Evaluate and deliver project benefits and value

- Investigate that benefits are identified
- Document agreement on ownership for ongoing benefit realization
- Verify measurement system is in place to track benefits
- Evaluate delivery options to demonstrate value
- Appraise stakeholders of value gain progress

#### Task 3: Evaluate and address the external business environment change for impact on scope

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment
- Recommend options for scope/backlog changes (e.g., schedule, cost changes)
- Continually review the external business environment for impacts on the project scope/backlog

#### Task 4: Support organizational change

- Assess organizational culture
- Evaluate the impact of organizational change to the project and determine the required actions

### PMP Eligibility Requirements:

To be eligible for the PMP certification, you must meet certain educational and professional experience requirements. All project management experience must have been accrued within the last eight consecutive years prior to your application submission.

| Educational Background                                                                                                 | Project Management Experience                                                                   |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Secondary's degree (high school diploma, associate's degree or global equivalent)                                      | Minimum five years/60 months unique non-overlapping professional project management experience  |
| OR                                                                                                                     |                                                                                                 |
| Four-year degree (bachelor's degree or global equivalent)                                                              | Minimum three years/36 months unique non-overlapping professional project management experience |
| OR                                                                                                                     |                                                                                                 |
| Bachelor's or post-graduate degree from a GAC accredited program *(bachelor's degree or master's or global equivalent) | Minimum two years/24 months unique non-overlapping professional project management experience   |

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