

# PMI® AUTHORIZED PMP EXAM PREP® COURSE PROGRAM

*This course is specifically designed to provide you with the proven, practical body of project management knowledge and skills that you need to increase your competitive edge in the project management profession. Additionally, the course can be a significant part of your preparation for the PMP® Certification Exam.*

## Objectives and Benefits

At the end of this course, you will:

- Understand the terminology, processes, tools and techniques described in a globally recognized standard PMBOK® Guide
- Have expanded general knowledge of the project management
- Be fully prepared to take and pass the PMP® certification exam
- Be able to prepare your own strategy to pass the PMP® certification exam
- Understand the gaps and plan the study for the exam

## Materials and Extras

Access to PMI Student Digital Course Assets:

- Student Manual
- Project Manager Checklist: Step-by-step procedures and reference material for concepts covered in class that you can use as a reference during and after class.
- Spotlight Videos: Short (3-6 minutes) videos that enhance and extend the classroom learning experience.
- Course Files: Course data files are used to complete hands-on activities.
- Self-Knowledge Check: A set of multiple choice and true/false questions to help you self-assess your pre- and post-mastery of the course content.
- Certification FAQ: Use this link to learn more about the PMP® certification and other certifications available from PMI.
- PMI Events
- Locker: A place to store any files or content created and used during class that you have made notes on or that have been provided to you by your training provider.

A copy of the classroom presentation and reference materials.

Sample questions and answers – access to the quizzes and PMP simulator.

Access to the additional on-line materials and the recorded training sessions.

Access to the closed group on Slack to ask questions and share knowledge at any time till the exam.

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# PMI<sup>®</sup> Authorized PMP<sup>®</sup> Exam Prep

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## Course Outline with Exam Content Outline References

### Lesson 1: Business Environment

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#### 1A Foundation

- Foundational project management concepts
- Project management principles
- The Agile mindset
- Tailoring – hybrid approaches, processes and practices in project management

#### 1B Strategic Alignment

- Define strategic alignment and business acumen
- Follow guidelines for effective business decision-making
- Explore organizational influences on projects
- Explain how projects align with broader organizational strategy and global trends

#### 1C Project Benefits and Value

- 3.2. Evaluate and deliver project benefits and value**
  - Investigate that benefits are identified (3.2.1)
  - Evaluate delivery options to deliver value (3.2.4)
- 2.1. Execute project with the urgency required to deliver business value**
  - Assess opportunities to deliver value incrementally (2.1.1)

#### 1D Organizational Culture and Change Management

- 3.4. Support organizational change**
  - Assess organizational culture (3.4.1)
  - Evaluate impact of organization change to project, and determine required actions (3.4.2)
  - Evaluate impact of the project to the organization and determine required actions (3.4.3)

#### 1E Project Governance

- 2.14. Establish project governance structure**
  - Determine appropriate governance for a project (e.g., replicate organization governance) (2.14.1)
  - Define escalation paths and thresholds (2.14.2)

## 1F Project Compliance

### 3.1 Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance (3.1.1)
- Classify compliance categories (3.1.2)
- Analyze the consequences of non-compliance (3.1.5)

## Lesson 2: Start the Project

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### 2A Identify and Engage Stakeholders

- 1.9 Collaborate with stakeholders**
  - Evaluate engagement needs for stakeholders (1.9.1)
- 2.4 Engage stakeholders**
  - Analyze stakeholders (power interest grid, influence, impact) (2.4.1)
  - Categorize stakeholders (2.4.2)
  - Develop, execute, and validate a strategy for stakeholder engagement (2.4.4)
- 2.2 Manage communications**
  - Analyze communication needs of all stakeholders (2.2.1)
  - Determine communication methods, channels, frequency, and level of detail for all stakeholders (2.2.2)

### 2B Team Formation

- 1.4 Empower team members and stakeholders**
  - Organize around team strengths (1.4.1)
- 2.16 Ensure knowledge transfer for project continuity**
  - Discuss project responsibilities within team (2.16.1)
  - Outline expectations for working environment (2.16.2)
- 1.11 Engage and support virtual teams**
  - Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) (1.11.1)
  - Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement (1.11.2)

### 2C Build Shared Understanding

- 1.2 Lead a team**
  - Set a clear vision and mission (1.2.1)
- 1.8 Negotiate project agreements**
  - Analyze the bounds of the negotiation for agreement (1.8.1)
  - Assess priorities and determine ultimate objective(s) (1.8.2)
  - Determine a negotiation strategy (1.8.5)
  - Participate in agreement negotiations (1.8.4)
- 1.10 Build shared understanding**
  - Survey all necessary parties to reach consensus (1.10.2)
  - Support outcome of parties' agreement (1.10.3)
- 1.12 Define team ground rules**
  - Communicate organizational principles with team and external stakeholders (1.12.1)
  - Establish an environment that fosters adherence to ground rules (1.12.2)

## 2D Decide Project Approach/Methodology

### **2.13 Determine appropriate project methodology/methods and practices**

- Assess project needs, complexity, and magnitude (2.13.1)
- Recommend project execution strategy (e.g., contracting, financing) (2.13.2)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid) (2.13.3)

## Lesson 3: Plan the Project

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### 3A Planning Projects

- Differentiation of Planning for Predictive vs Adaptive Approaches

### 3B Scope

- 2.1 Execute project with the urgency required to deliver business value**
  - Support the team to subdivide Project tasks as necessary to find the minimum viable product (2.1.3)
- 2.8 Plan and manage scope**
  - Predictive vs Adaptive approach for scope
  - Determine and prioritize requirements (2.8.1)
  - Break down scope (e.g., WBS, backlog) (2.8.2)
- 2.17 Plan and manage project/phase closure or transitions**
  - Determine criteria to successfully close the project or phase (2.17.1)

### 3C Schedule

- 2.6 Plan and manage schedule**
  - Predictive vs Adaptive approach for schedule
  - Estimate project tasks (milestones, dependencies, story points) (2.6.1)
  - Utilize benchmarks and historical data (2.6.2)
  - Prepare schedule based on methodology (2.6.3)

### 3D Resources

- 1.6 Build a team**
  - Deduce project resource requirements (1.6.2)
- 2.11 Plan and manage procurement (resources)**
  - Define resource requirements and needs (2.11.1)
  - Communicate resource requirements (2.11.2)
  - Manage suppliers/contracts (2.11.3)
  - Plan and manage procurement strategy (2.11.4)
  - Develop a delivery solution (2.11.5)

## 3E Budget

### 2.5 Plan and manage budget and resources

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects (2.5.1)
- Anticipate future budget challenges (2.5.2) Plan and manage resources (2.5.4)

## 3F Risks

### 2.3 Assess and manage risks

- Determine risk management options (2.3.1)
- Iteratively assess and prioritize risks (2.3.2)

### 3.1 Plan and manage project compliance

- Determine necessary approach and action to address compliance needs (risk, legal) 3.1.6)
- Determine potential threats to compliance (3.1.3)

## 3G Quality

### 2.7 Plan and manage quality of products/deliverables

- Determine quality standard required for project deliverables (2.7.1)

### 3.1 Plan and manage project compliance

- Use methods to support compliance (3.1.4)
- Measure the extent to which the project is in compliance (3.1.7)

## 3H Integrate Plans

### 2.9 Integrate project planning activities

- Consolidate the project/phase plans (2.9.1)
- Assess consolidated project plans for dependencies, gaps, and continued business value (2.9.2)
- Analyze the data collected (2.9.3)
- Collect and analyze data to make informed project decisions (2.9.4)
- Determine critical information requirements (2.9.5)

### 2.10 Manage project changes

- Determine strategy to handle change (2.10.2)

## Lesson 4: Lead the Project Team

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### 4A Craft Your Leadership Style

#### **1.2 Lead a team**

- Value servant leadership (e.g., relate the tenets of servant leadership to the team) (1.2.3)
- Determine an appropriate leadership style (e.g., directive, collaborative) (1.2.4)
- Distinguish various options to lead various team members and stakeholders (1.2.7)

#### **1.11 Engage and support virtual teams**

- Implement options for virtual team member engagement (1.11.3)

### 4B Create a Collaborative Project Team Environment

#### **2.12 Manage project artifacts**

- Determine the requirements (what, when, where, who) for managing the project artifacts (2.12.1)
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders (2.12.2)

### 4C Empower the Team

#### **1.2 Lead a team**

- Support diversity and inclusion (e.g., behavior types, thought process) (1.2.2)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) (1.2.5)

#### **1.4 Empower team members and stakeholders**

- Determine and bestow level(s) of decision-making authority (1.4.4)

### 4D Support Team Member Performance

#### **1.3 Support team performance**

- Appraise team member performance against key performance indicators (KPIs) (1.3.1)
- Support and recognize team member growth and development (1.3.2)
- Determine appropriate feedback approach (1.3.3)
- Verify performance improvements (1.3.4)

#### **1.14 Promote team performance through the application of emotional intelligence**

- Assess behavior through the use of personality indicators (1.14.1)
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders (1.14.2)



## 4E Communicate and Collaborate with Stakeholders

- 2.2 Manage communications**
  - Communicate project information and updates effectively (2.2.3)
  - Confirm communication is understood and feedback is received (2.2.4)
- 1.2 Lead a team**
  - Analyze team members and stakeholders influence (1.2.6)
- 2.4 Engage stakeholders**
  - Engage stakeholders by category (2.4.3)
- 1.9 Collaborate with stakeholders**
  - Optimize alignment between stakeholder needs, expectations, and project objectives (1.9.2)
  - Build trust and influence to accomplish project objectives (1.9.3)
- 3.2 Evaluate and deliver project benefits and value**
  - Apprise stakeholders of value gained by the project (3.2.5)

## 4F Train Team Members and Stakeholders

- 1.6 Build a team**
  - Appraise stakeholder skills (1.6.1)
- 1.5 Ensure team members/stakeholders are adequately trained**
  - Determine required competencies and elements of training (1.5.1)
  - Determine training options on training needs (1.5.2)
  - Allocate resources for training (1.5.3)
  - Measure training outcomes (1.5.4)
- 1.13 Mentor relevant stakeholders**
  - Allocate the time for coaching mentoring (stakeholders) (1.13.1)
  - Recognize and act on coaching mentoring opportunities (1.13.2)

## 4G Manage Conflict

- 1.1 Manage conflict**
  - Interpret the source and stage of the conflict (1.1.1)
  - Analyze the context for the conflict (1.1.2)
  - Evaluate/recommend/reconcile the appropriate conflict resolution solution (1.1.3)
- 1.12 Define team ground rules**
  - Discuss and rectify ground rule violations (1.12.3)
- 1.10 Build shared understanding**
  - Investigate potential misunderstandings (1.10.4)
  - Break down situations to identify the root cause of a misunderstanding (1.10.1)

## Lesson 5: Support Project Team Performance

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### 5A Implement Ongoing Improvements

#### Continuous Improvement

- Plan Continuous Improvement Methods, Procedures, and Tools
- Assess CI framework
- Plan CI methods, procedures, tools
- Recommend/Execute CI steps

### 5B Support Performance

#### 2.2 Manage communications

- Communicate project information and updates effectively (2.2.3)
- Confirm communication is understood and feedback is received (2.2.4)

#### 1.4 Empower team members and stakeholders

- Support team task accountability (1.4.2)
- Evaluate demonstration of task accountability (1.4.3)

#### 1.6 Build a team

- Continuously assess and refresh team skills to meet project needs (1.6.3)
- Maintain team and knowledge transfer (1.6.4)

#### 1.11 Engage and support virtual teams

- Continually evaluate effectiveness of virtual team member engagement (1.11.4)

#### 2.11 Manage project artifacts

- Continually assess the effectiveness of the management of the project artifacts (2.12.3)

#### 2.13 Determine appropriate project methodology/methods and practices

- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, key stakeholder engagement, risk) (2.13.4)

## 5C Evaluate Project Progress

- 2.8 Plan and manage scope**
  - Monitor and validate scope (2.8.3)
- 2.6 Plan and manage schedule**
  - Measure ongoing progress based on methodology (2.6.4)
  - Modify schedule, as needed, based on methodology (2.6.5)
  - Coordinate with other projects and other operations (2.6.6)
- 2.5 Plan and manage budget and resources**
  - Monitor budget variations and work with governance process to adjust as necessary (2.5.3)
- 2.1 Execute project with the urgency required to deliver business value**
  - Examine the business value throughout the project (2.1.2)
- 2.7 Plan and manage quality of products/deliverables**
  - Recommend options for improvement based on quality gaps (2.7.2)
  - Continually survey project deliverable quality (2.7.3)

## 5D Manage Issues and Impediments

- 2.15 Manage project issues**
  - Recognize when a risk becomes an issue (2.15.1)
  - Attack the issue with the optimal actions to achieve project success (2.15.2)
  - Collaborate with relevant stakeholders on the approach to resolve the issues (2.15.3)
- 1.7 Address and remove impediments, obstacles, and blockers for the team**
  - Determine critical impediments, obstacles, and blockers for the team (1.7.1)
  - Prioritize critical impediments, obstacles, and blockers for the team (1.7.2)
  - Use network to implement solutions to remove impediments, obstacles, and blockers for the team (1.7.3)
  - Re-assess continually to ensure impediments, obstacles and blockers for the team are being addressed (1.7.4)

## 5E Manage Changes

### **3.3 Evaluate and address external business environment changes for impact on scope**

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market) (3.3.1)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment (3.3.2)
- Recommend options for scope/backlog options (e.g., schedule, cost changes) (3.3.3)
- Continually review external business environment for impacts on project scope/backlog (3.3.4)

### **2.10 Manage project changes**

- Anticipate and embrace the need for change (e.g., follow change management practices (2.10.1)
- Execute change management strategy according to the methodology (2.10.3)
- Determine a change response to move the project forward (2.10.4)

## Lesson 6 Close the Project/Phase

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### 6A Project/Phase Closure

#### 1.8 Negotiate project agreements

- Verify objective(s) of the project agreement is met (1.8.3)

#### 2.17 Plan and manage project/phase closure or transitions

- Validate readiness for transition (e.g., operations team or next phase) (2.17.2)
- Conclude activities to close out project or phase (e.g., final lessons learned, retrospectives, procurement, financial, resources) (2.17.3)

### 6B Benefits Realization

#### 3.2 Evaluate and deliver project benefits and value

- Document agreement on ownership for ongoing benefit realization (3.2.2)
- Verify measurement system is in place to track benefits (3.2.3)

### 6C Knowledge Transfer

#### 2.16 Ensure knowledge transfer for project continuity

- Confirm approach for knowledge transfers (2.16.3)