

Target PMP® Certification

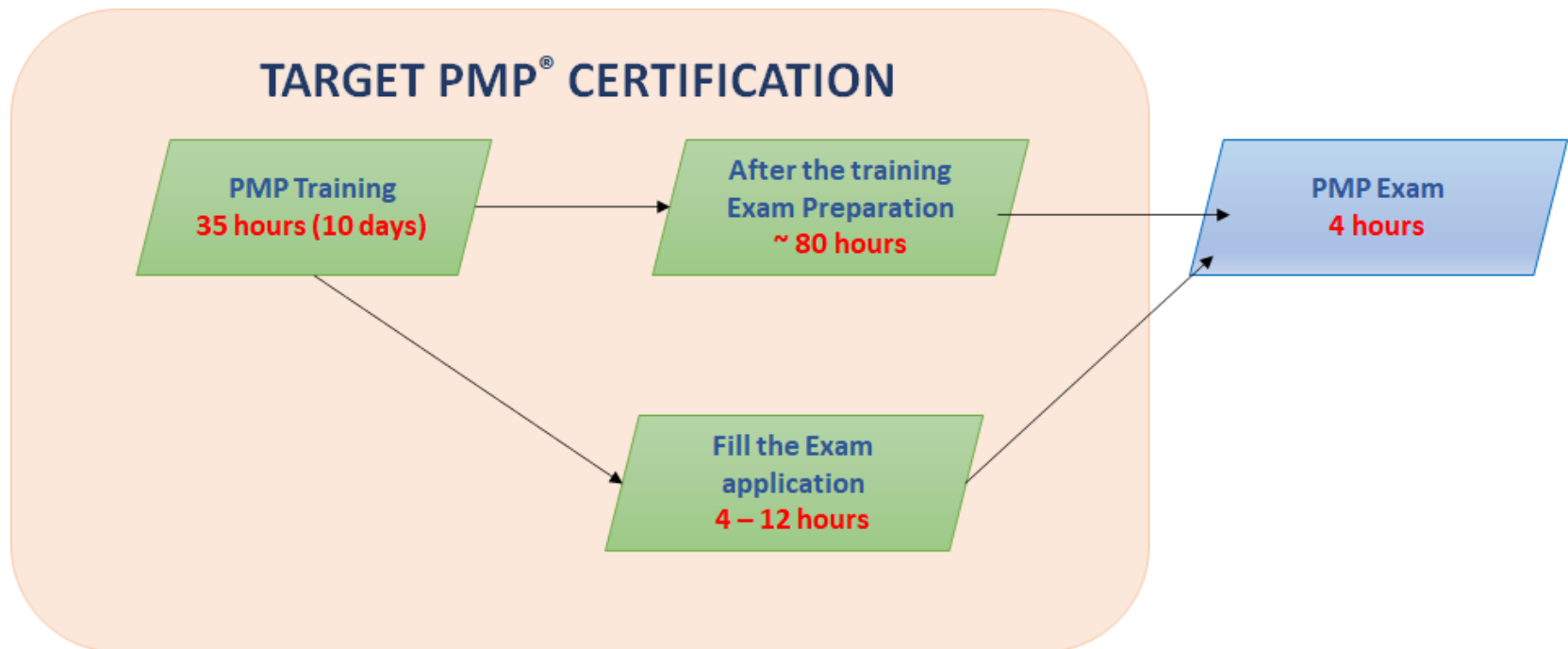


Trainer: Narciss Popescu, PMP

Logistics

- Training day: 9:00 - 13:30;
- Pauza: ~10:30 (30 de minute)
- Microfonul pe mute mai puțin când vorbiți
- În pauza, video off

TARGET PMP® CERTIFICATION Program



Training Agenda

Day 1	• PMP Certification Overview • Introduction • Organizational Influences and Project Life Cycle • Project Management Processes
Day 2	• Integration
Day 3	• Integration • Scope
Day 4	• Scope
Day 5	• Schedule
Day 6	• Cost • EVM
Day 7	• Quality
Day 8	• Risk
Day 9	• Procurement
Day 10	• Stakeholder • Resources • Communication

PMP® Certification Overview

Project Management Professional Organizations

- **Project Management Institute – PMI** – www.pmi.org (Largest PM professional organization)
- International Project Management Association – IPMA – www.ipma.ch
- Association for Project Management – UK
- American Society for the Advancement of Project Management – ASAPM
- Australian Institute for Project Management
- **ComunitateA – Management de Proiect** – www.pmcommunity.ro
- **PM Access** - <https://www.pmaccess.ro/resurse-target-pmp-certification/>

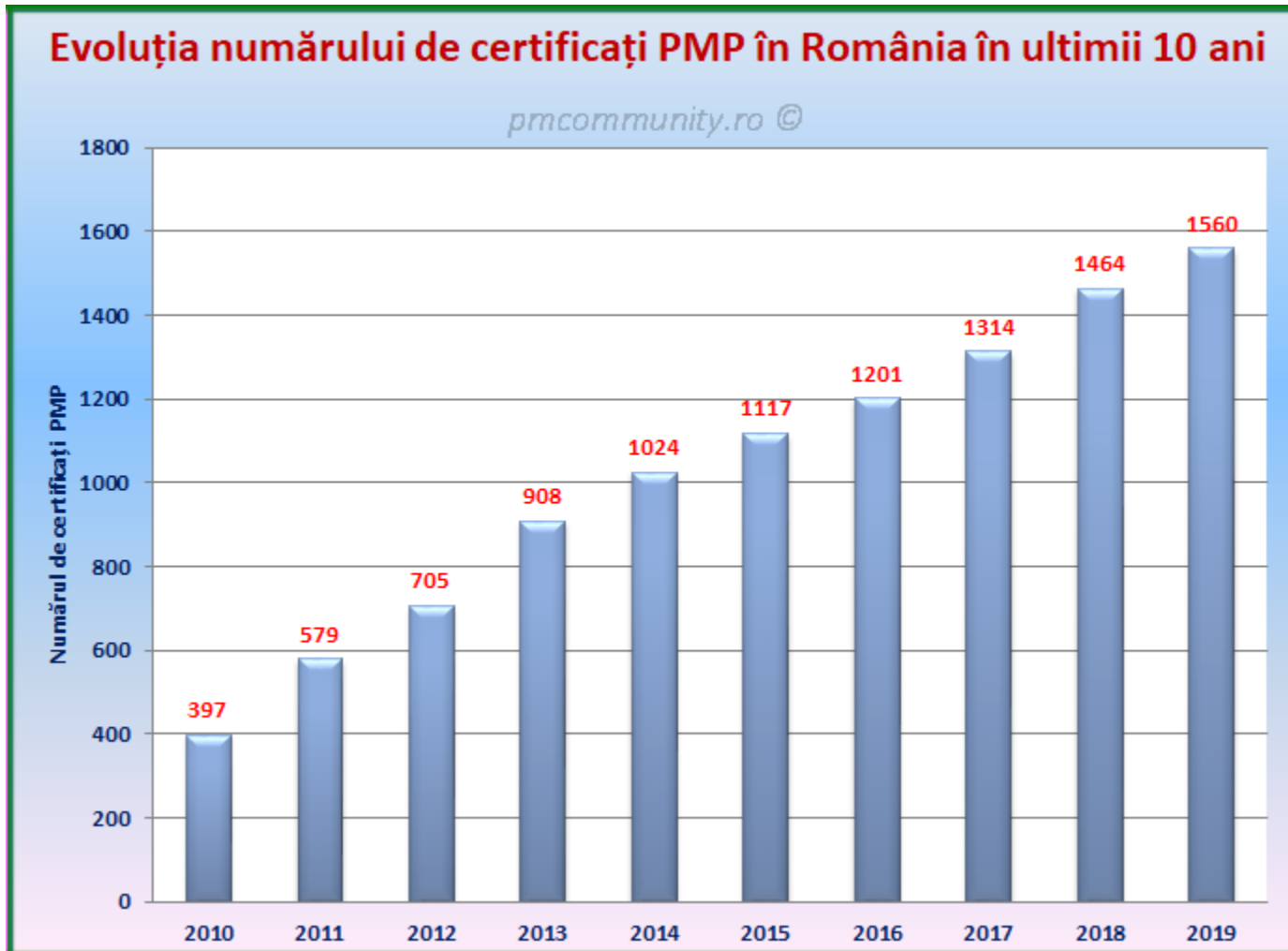


PMP® Certification Overview

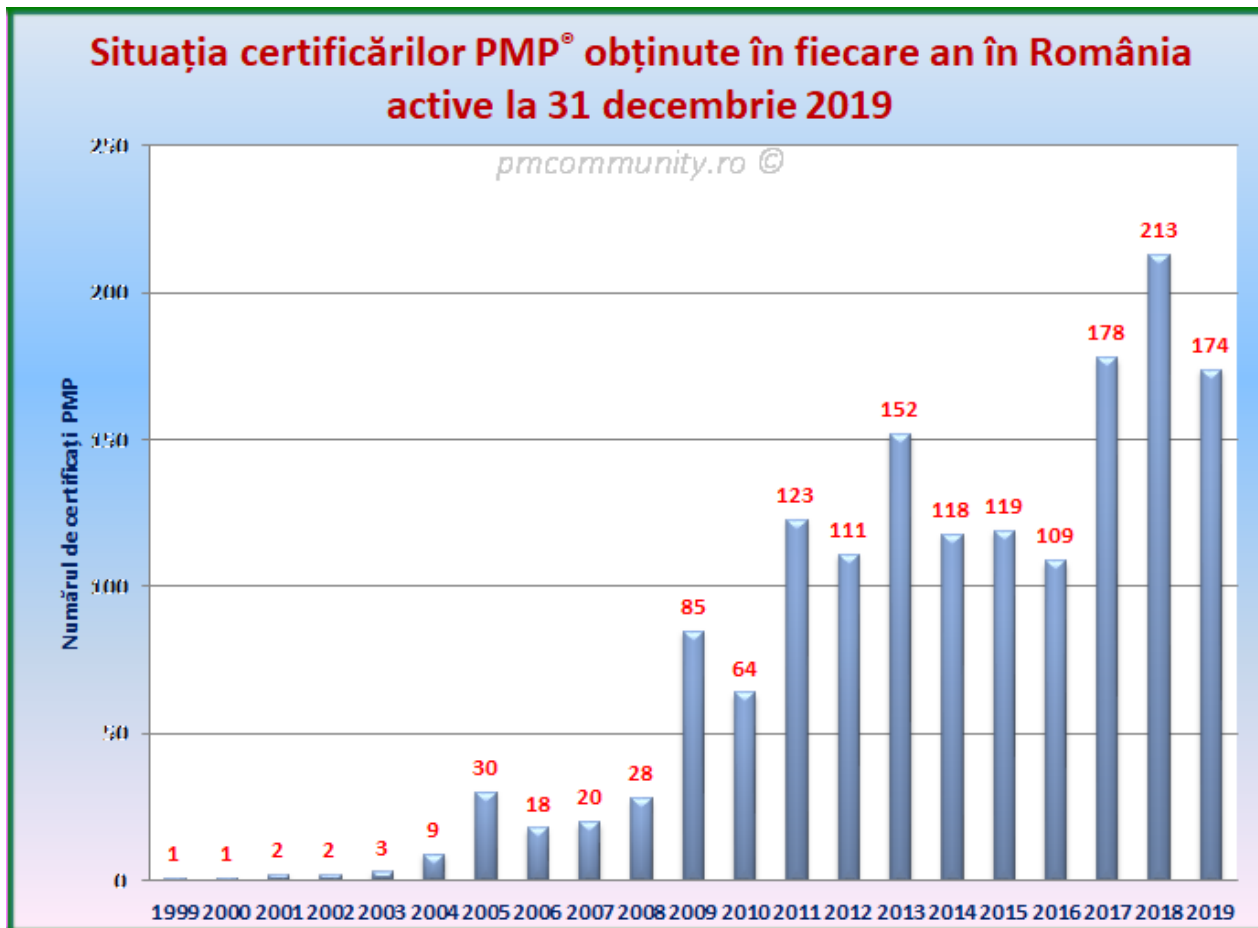
Project Management Certifications

- Over **30** International Project Management certifications: <http://www.pmcommunity.ro/2014/05/30-de-certificari-in-project-management/>
- PMI - Largest PM professional organization
- PMI Certifications in RO
 1. Project Management Professional (PMP)® – **1560**
 2. Certified Associate in Project Management (CAPM)® – 66
 3. Program Management Professional (PgMP)® – 5
 4. PMI Agile Certified Practitioner (PMI-ACP)® – 220
 5. PMI Risk Management Professional (PMI-RMP)® – 16
 6. PMI Scheduling Professional (PMI-SP)® – 1
 7. Portfolio Management Professional (PMI –PfMP)SM - 1
 8. PMI –PBA – 14

PMP® Certification Overview



PMP® Certification Overview



PMP® Certification Overview

PMP® Certification highlights:

- Sponsored by: Project Management Institute, Inc. (PMI®)
- Program goal and purpose:
 - *“development, maintenance, evaluation, promotion, and administration of a rigorous, examination-based professional certification credential of the highest caliber – Project Management Professional (PMP®) ”*
- Based on A Guide to the **Project Management Body of Knowledge, (PMBOK® Guide) - Sixth Edition, Project Management Institute, Inc., 2017**
- **1560** PMPs in Romania (statistics from December 31, 2019)
- **1.001.874** PMPs in 204 countries (statistics from November 30, 2019) :

PMP® Certification Overview

PMP® Certification highlights:

Certificari	Peste 4000 RON	Peste 6000 RON	Peste 8000 RON	Peste 10000 RON	Peste 13000 RON
PMP®	94%	79%	62%	42%	11%
Prince 2 Practitioner	95%	68%	41%	23%	5%
Nici o certificare	80%	54%	39%	21%	6%

Source: . Romania – Annual Project Management Salary Survey® 2017

<https://www.pmcommunity.ro/2017/02/romania-annual-project-management-salary-survey-2017-rezultate/>

Certification	Annual Salary
Amazon Web Services Certified Solutions Architect – Associate	\$125,871
Certified in Risk and Information Systems Control (CRISC)	\$122,954
Certified Information Security Manager (CISM)	\$122,291
Certified Information Systems Security Professional (CISSP)	\$121,923
Project Management Professional (PMP®)	\$116,094
Certified Information Systems Auditor (CISA)	\$113,320
Cisco Certified Internetwork Expert (CCIE) Routing and Switching	\$112,858
Cisco Certified Network Associate (CCNA) Data Center	\$107,045
Cisco Certified Design Professional (CCDP)	\$105,008
Certified Ethical Hacker (CEH)	\$103,297
Six Sigma Green Belt	\$102,594
Citrix Certified Professional – Virtualization (CCP-V)	\$102,138
Cisco Certified Networking Professional (CCNP) Security	\$101,414
ITIL® v3 Foundation	\$99,869
VMware Certified Professional 5 – Data Center Virtualization (VCP5-DCV)	\$99,334

Source: . Forbes.com, Global Knowledge Study

<http://www.forbes.com/sites/louiscolumbus/2016/02/21/15-top-paying-it-certifications-in-2016-aws-certified-solutions-architect-leads-at-125k/#412ca3226702>

PMP® Certification Overview

PMP® Certification highlights:

Certificati PMP romani in lume	
Canada	356
USA	186
Germania	36
Elvetia	24
Franta	20
Marea Britanie	19
Austria	13
Australia	11
Belgia	10
Singapore	6
Emiratele Arabe Unite	6
Olanda	5
Qatar	5
Spania	5
Luxemburg	4
Noua Zeelanda	3
Cehia	3
Suedia	3
Bulgaria	2
Slovacia	2
Italia	2
Polonia	1
Ungaria	1
Irlanda	1
Norvegia	1
Total	725

Source: . pmcommunity.ro

<http://www.pmcommunity.ro/2014/11/migratia-pmp-pest-700-de-certificati-pmp-romani-in-strainatate/>

PMP® Certification Overview

PMP® Certification highlights:

- Available worldwide
- Available to PMI members and non-PMI members
- PMP®: the most globally recognized and respected credential
- PMP® Certification program is certified as ISO 9001 compliant
- Requires certification maintenance every 3 years, by satisfying the PMI's Continuing Certification Requirements Program (CCR)

PMP® Certification Overview

PMP® eligibility requirements:

Category	General education	Project management education	Project management experience
1	High school degree or equivalent	35 hours of formal education	Minimum five years/60 months unique non-overlapping professional project management experience during which at least 7,500 hours were spent leading and directing the project* within last 8 years
2	Bachelor's degree or equivalent	35 hours of formal education	Minimum three years/36 months unique non-overlapping professional project management experience during which at least 4,500 hours were spent leading and directing the project* within last 8 years

Leading and directing the project as identified with the tasks, knowledge, and skills specific in the **Project Management Professional Examination Content Outline*

You should have experience in all five process groups across all your project management experience submitted on the application. However, on a single project, you do not need to have experience in all five process groups.

PMP® Certification Overview

PMP® credential fees:

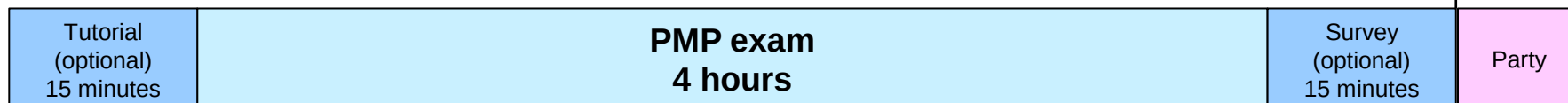
Payment type	PMI membership status	USD	EUR
Computer Based Testing	member	\$405	340€
Computer Based Testing	nonmember	\$555	465€
Re-Examination Fee Computer Based Testing	member	\$275	230€
Re-Examination Fee Computer Based Testing	nonmember	\$375	315€
CCR credential renewal	member	\$60	USD only
CCR credential renewal	nonmember	\$150	USD only

Annual PMI membership fee:	\$129.00
one-time fee:	\$10.00

PMP® Certification Overview

PMP® examination information:

- Computer-based
- **200** questions four option, multiple-choice:
 - **175** scored questions,
 - **25** unscored questions
- Duration: **240** minutes. The exam will be scored when you are ready or the time is up.
- **10 minutes break after 2 hours**
- Scoring: **Pass/Failed** based on process groups scoring: **Below Proficient (Needs Improvement), Moderately Proficient (On Target), Proficient (Above Target)**
- Passing score: <http://www.pmcommunity.ro/2014/04/certificarea-pmp-combinatii-castigatoare-si-scorul-la-examen/>



PMP® Certification Overview

PMP® examination is available in the following languages:

- Arabic
- Brazilian Portuguese
- Chinese
- English
- French
- German
- Hebrew
- Italian
- Japanese
- Korean
- Polish
- Russian
- Spanish
- Turkish

PMP® Certification Overview

PMP® examination blueprint until 1st of January, 2021:

Domain	Percentage of Questions
Initiating	13%
Planning	24%
Executing	31%
Monitoring and Controlling	25%
Closing	7%
Total	100%

PMP® Certification Overview

The Official Bibliography:

Id	Title	Author	Publisher
1	A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 6th Edition	Project Management Institute	Project Management Institute
2	Agile Practice Guide	Project Management Institute	Project Management Institute
3	Project Management: A Systems Approach to Planning, Scheduling, and Controlling	Harold Kerzner	Wiley
4	Effective Project Management: Traditional, Agile, Extreme, Hybrid	Robert K. Wysocki	Wiley
5	Fundamentals of Technology Project Management, 2nd Edition	Colleen Garton with Erika McCulloch	MC Press
6	Project Managers Portable Handbook, 3rd Edition	David Cleland and Lewis Ireland	McGraw-Hill
7	Information Technology Project Management, 7th Edition	Kathy Schwalbe	Cengage Learning
8	Essential Scrum: A Practical Guide to the Most Popular Agile Process	Kenneth S. Rubin	Addison-Wesley
9	Project Management: The Managerial Process	Erik Larson	McGraw-Hill
10	The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right	Tom Kendrick	AMACOM

PMP® Certification Overview

PMP® Exam Approach:

1. Read the question first.
2. Note the important elements of the question.
3. Read all answer choices.
4. Think NEXT, BEST, FIRST.
5. Take care to EXCEPT, NOT, ANOTHER.
6. Measure 10 times and cut once: ANALYZE, EVALUATE, ASSESS, LOOK FOR.
7. Eliminate wrong answers.
8. Follow the right process
9. Use the entire exam time.

PMP® Certification Overview

PMP® Exam Questions:

Question type	Example
Situational	<i>You are a project manager and from this position you have a dispute with the seller technical expert regarding the scope of work. The dispute is still on the table even you have officially met the seller representatives trying to solve this claim. Considering that you think the claim is not a big issue and the financial impact of this dispute can be covered by the project reserve, how you should handle this dispute:</i> <i>A. Escalate to the sponsor</i> <i>B. In accordance with alternative dispute resolution</i> <i>C. Forget about it and focus on the real important things</i> <i>D. Escalate to the seller technical expert' manager</i>
With more than one correct answer	<i>Commonly used process improvement models include:</i> <i>A. CMMI and OPM3</i> <i>B. Malcolm Baldrige, CMMI and OPM3</i> <i>C. PDCA and Six Sigma</i> <i>D. PDCA, CMMI and OPM3</i>
With extraneous information	<i>In a CPIF contract the work was completed for an actual cost of \$470.000. The target cost is \$500.000, the target fee is \$60.000 and share ratio is 60/40. What is the final cost?</i> <i>A. \$542.000</i> <i>B. \$530.000</i> <i>C. \$492.000</i> <i>D. \$470.000</i>

PMP® Certification Overview

PMP® Exam Questions:

Question type	Example
With more than one item in each choice	What do you need to manage stakeholder engagement? A. Communications management plan and stakeholder engagement plan B. Communications management plan and configuration management plan C. Stakeholder engagement plan and cost management plan D. Stakeholder engagement plan and configuration management plan
With a negation	What you do not need to manage stakeholder engagement? A. Organizational Process Assets B. Cost management plan C. Communications management plan D. Stakeholder engagement plan
With all the answers incomplete or not completely suitable	The inputs to Identify Stakeholder process are: A. Project Charter and Stakeholder register B. Project Charter and Procurement documents C. Project Charter, Procurement documents and Stakeholder register D. Project Charter, Procurement documents and Enterprise Environmental Factors (the complete answer actually is: Project Charter, Business documents, Project Management Plan, Project documents, Agreements, Enterprise Environmental Factors and Organizational Process Assets)

Course Overview

Course Prerequisites:

- Basic understanding of Project Management Process
- Working project management experience
- Adopt PMI's vision on Project Management

Training Objectives:

- Interpreting the *PMBOK® Guide*, 6th Edition
- Understand PMI's requirements for PMP® Certification
- Understand exam's philosophy
- Extensive training on key topics

Training Approach:

- Understand instead of memorize
- The course is complementing individual study
- Apply concepts and definitions to situational questions

After the Training

Step	Time to spend	Step Description
Step 1	N/A	Wait for the trainer follow up after the training (5 emails)
Step 2	5 hours	Take VAK questionnaire Test , Lehman 175 questions Test and send the results, learning availability time and personal constraints to the trainers
Step 3	N/A	You will receive an individual learning plan to follow
Step 4	70 to 120 hours	Carry out the preparation plan
Step 5	4 to 12 hours	Complete the application for the PMP® Exam
Step 6	Max. 4 hours	PMP® Exam

After the Training

The individual learning plan should be adapted considering:

1. Your constraints
2. Your pace
3. Your progress
4. Your learning style

Learning Style

Visual	Auditory	Kinesthetic
Watch someone performing the task. Review graphics. Use flash cards. Write out information. Review handouts. Use process flow charts	Listen to an explanation. Read out loud. Have someone ask you questions. Play the audio CD with the key concepts.	Make and use flash cards. Take practice exams. Do exercises. Engage in drill and practice

Training Agenda

Day 1	• PMP Certification Overview • Introduction • Organizational Influences and Project Life Cycle • Project Management Processes
Day 2	• Integration
Day 3	• Integration • Scope
Day 4	• Scope
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Day 10	• Stakeholder • Resources • Communication

Introduction

- Purpose of the PMBOK® Guide.
- What is a Project?
- What is Project Management?
- Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management
- Relationship Between Project Management, Operations Management, and Organizational Strategy
- Business Value
- Role of the Project Manager
- Project Management Body of Knowledge

Introduction

Purpose of the PMBOK® Guide

- **The PMBOK® Guide** identifies that subset of the project management body of knowledge that is generally recognized as good practice.
- **“Generally recognized”** means the knowledge and practices described are applicable to most projects most of the time, and there is consensus about their value and usefulness.
- **“Good practice”** means there is general agreement that the application of the knowledge, skills, tools, and techniques can enhance the chances of success over many projects.
- “Good practice” does not mean that the knowledge described should always be applied uniformly to all projects; the organization and/or project management team is responsible for determining what is appropriate for any given project.
- * **Tailor.** The act of carefully selecting process and related inputs and outputs contained within the PMBOK® Guide to determine a subset of specific processes that will be included within a project’s overall management approach.
- The PMBOK® Guide provides a common vocabulary for project management terminology that is covered in **The PMI Lexicon of Project Management Terms**
- The PMBOK® Guide references **The Project Management Institute Code of Ethics and Professional Conduct**. This code
 - Describes the expectations for project managers regarding as far as ethics
 - Mandates compliance with laws, regulations and organizational and professional practice
- The PMBOK® Guide is a guide, not a methodology
- The PMBOK® Guide is not all inclusive

Introduction

What is a Project?

* **Project.** A temporary endeavor undertaken to create a unique product, service, or result.

- Creates a unique product, service or result
- Think about a project as an “one-time” company with the objectives derived from the mother company
- Should be aligned with strategic objectives
- Examples of projects include, but are not limited to:
 - Developing a new product, service, or result
 - Effecting a change in the structure, processes, staffing, or style of an organization
 - Developing or acquiring a new or modified information system (hardware or software)
 - Conducting a research effort whose outcome will be aptly recorded
 - Constructing a building, industrial plant, or infrastructure
 - Implementing, improving, or enhancing existing business processes and procedures



Introduction

What is a Project Management?

* **Project Management.** The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements..

- Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups.
- These five Process Groups are:
 - Initiating
 - Planning
 - Executing
 - Monitoring and Controlling
 - Closing

Introduction

Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management

- * **Program.** Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.
- * **Program Management.** The application of knowledge, skills, tools, and techniques to a program to meet the program requirements and to obtain benefits and control not available by managing projects individually.
- * **Portfolio.** Projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives.
- * **Portfolio Management.** The centralized management of one or more portfolios to achieve strategic objectives.

Organizational Project Management (OPM): provides a strategic framework to use and guide portfolio, program and project management to deliver organizational strategy.

Introduction

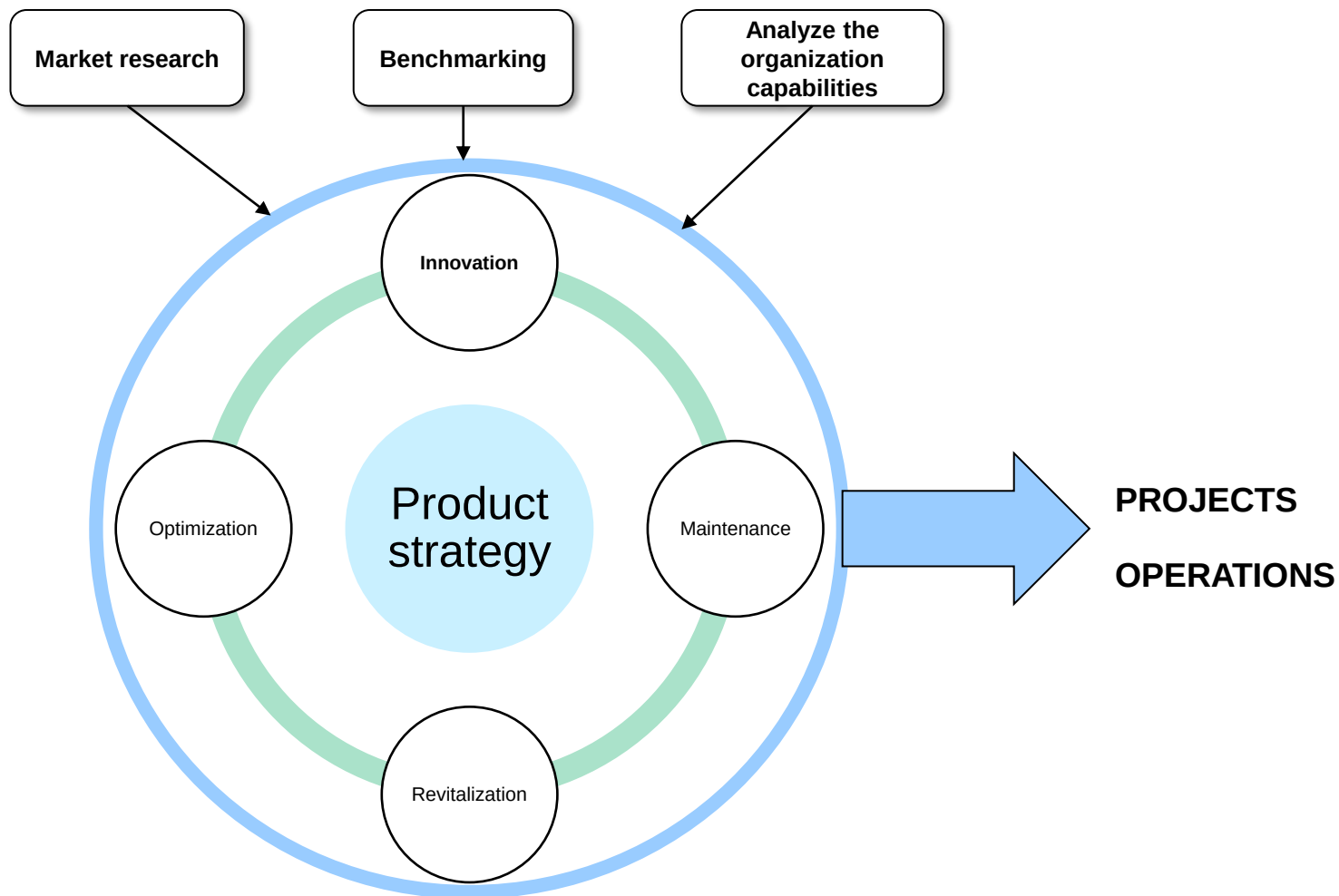
Relationships Among Portfolio Management, Program Management, Project Management, and Organizational Project Management

- * Project Management Office (PMO).** A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques.
- The responsibilities of a PMO can range from providing project management support functions to actually being responsible for the direct management of one or more projects.

PMO Type	Description
Supportive	Provide a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from other projects. This type of PMO serves as a project repository. The degree of control provided by the PMO is low.
Controlling	Provide support and require compliance through various means. Compliance may involve adopting project management frameworks or methodologies, using specific templates, forms and tools, or conformance to governance. The degree of control provided by the PMO is moderate.
Directive	Take control of the projects by directly managing the projects. The degree of control provided by the PMO is high.

Introduction

Relationship Between Project Management, Operations Management, and Organizational Strategy



Introduction

Relationship Between Project Management, Operations Management, and Organizational Strategy

Projects vs Operations

Projects	Operations
Requires project management	Requires business process management and operations management
Temporary	Ongoing and repetitive
Example: Developing a new product	Example: accounting operations, software support

Introduction

Relationship Between Project Management, Operations Management, and Organizational Strategy

Organizations and Project Management

- **Organizational governance** is the system of rules, practices and processes by which a company is directed and controlled. Corporate governance essentially involves balancing the interests of the many stakeholders in a company - these include its shareholders, management, customers, suppliers, financiers, government and the community
- **Organizational strategy** should provide guidance and direction to project management

Introduction

Business Value

* **Business Value.** A concept that is unique to each organization and includes tangible and intangible elements. Through the effective use of project, program, and portfolio management disciplines, organizations will possess the ability to employ reliable, established processes to meet enterprise objectives and obtain greater business value from their investments.

- Management by Objectives (MBO)
- Key Performance Indicators (KPI)
- Business need vs. Business case

Introduction

Role of the Project Manager

Project Manager	Functional Manager	Operations Manager
* The person assigned by the performing organization to lead the team that is responsible for achieving the project objectives.	Focused on providing management oversight for a functional or a business unit.	Responsible for ensuring that business operations are efficient.

To be effective, the project manager should cover the following competencies:

- **Technical project management.** The knowledge, skills, and behaviors related to specific domains of project, program, and portfolio management. The technical aspects of performing one's role.
- **Leadership.** The knowledge, skills, and behaviors needed to guide, motivate, and direct a team, to help an organization achieve its business goals.
- **Strategic and business management.** The knowledge of and expertise in the industry and organization that enhanced performance and better delivers business outcomes.

Introduction

Role of the Project Manager

Interpersonal skills

* Ability to establish and maintain relationships with other people.

Example of interpersonal skills:

- Leadership
- Team building
- Motivation
- Communication
- Influencing
- Decision making
- Political and cultural awareness
- Negotiation
- Trust building
- Conflict management
- Coaching

Management skills

* The ability to plan, organize, direct, and control individuals or groups of people to achieve specific goals.

Example of management skills:

- Facilitate consensus toward project objectives
- Influence people to support the project
- Negotiate agreements to satisfy the project needs
- Modify organizational behavior to accept the project outcomes

Introduction

Project Management Body of Knowledge

* **Project Management Body of Knowledge.** A term that describes the knowledge within the profession of project management. The project management body of knowledge includes proven traditional practices that are widely applied as well as innovative practices that are emerging in the profession.



For exam you should know the difference between **PMBOK® Guide** and **Project Management Body of Knowledge**

Introduction

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Organizational Influences and Project Life Cycle

- Organizational Influences on Project Management
- Project Stakeholders and Governance
- Project Life Cycle

Organizational Influences and Project Life Cycle

Organizational Influences on Project Management

Organizational Structures:

- Functional
- Matrix:
 - Weak Matrix
 - Balanced Matrix
 - Strong Matrix
- Projectized
- Product oriented
- Geographic structure

Organizational Influences and Project Life Cycle

Organizational Influences on Project Management

Organizational Structures - Functional

- Hierarchical
- Grouped by area of specialization
- Staff members report to a clear superior
- Project scope is usually limited to the department's boundaries
- Project Manager has little authority
- The most common form of organization

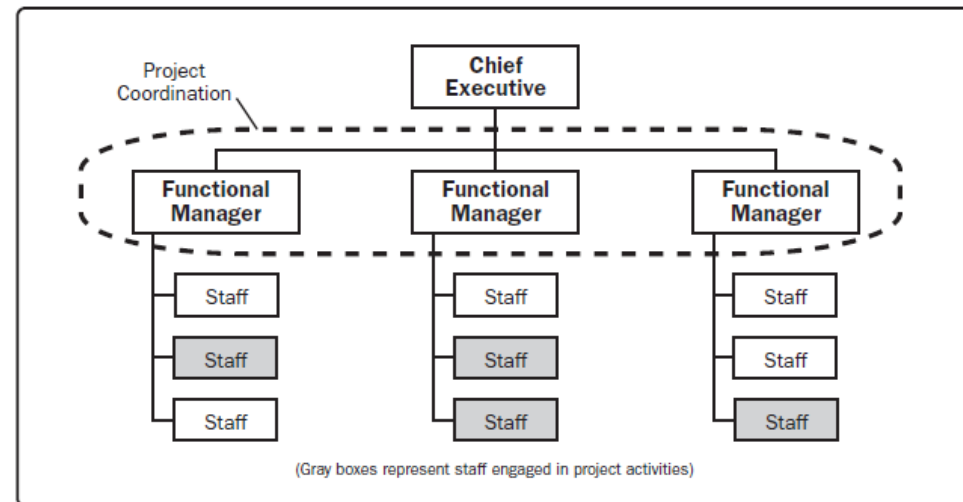


Figure 2-1. Functional Organization

Organizational Influences and Project Life Cycle

Organizational Influences on Project Management

Organizational Structures - Projectized

- All work is organized by projects
- Project Manager has total control over the project
- Personnel report only to Project Manager

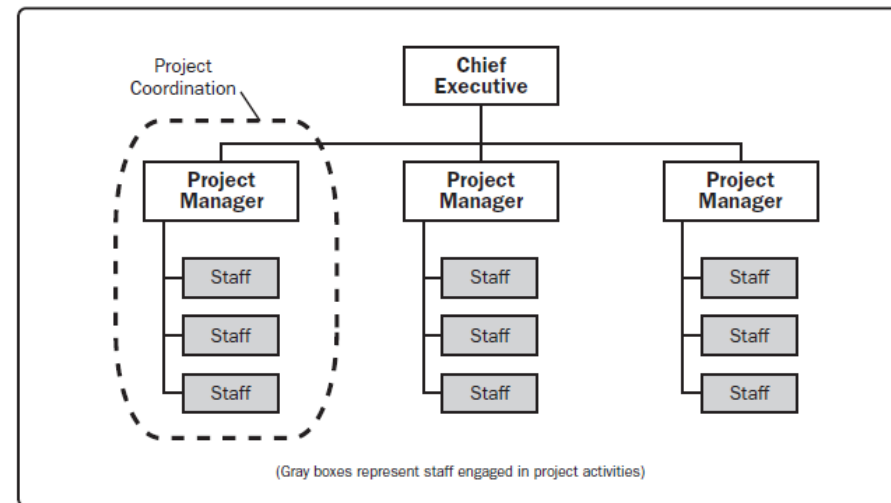


Figure 2-5. Projectized Organization

Organizational Influences and Project Life Cycle

Organizational Influences on Project Management

Organizational Structures - Matrix

- Balance between Functional and Projectized
- 3 types:
 - **Weak:** Functional Manager has more power than Project Manager (Project Manager = Project Expediter or Coordinator)
 - **Balanced:** Functional Manager and Project Manager share authority
 - **Strong:** Power rests with Project Manager
- Staff members report to two bosses: Project Manager and Functional Manager

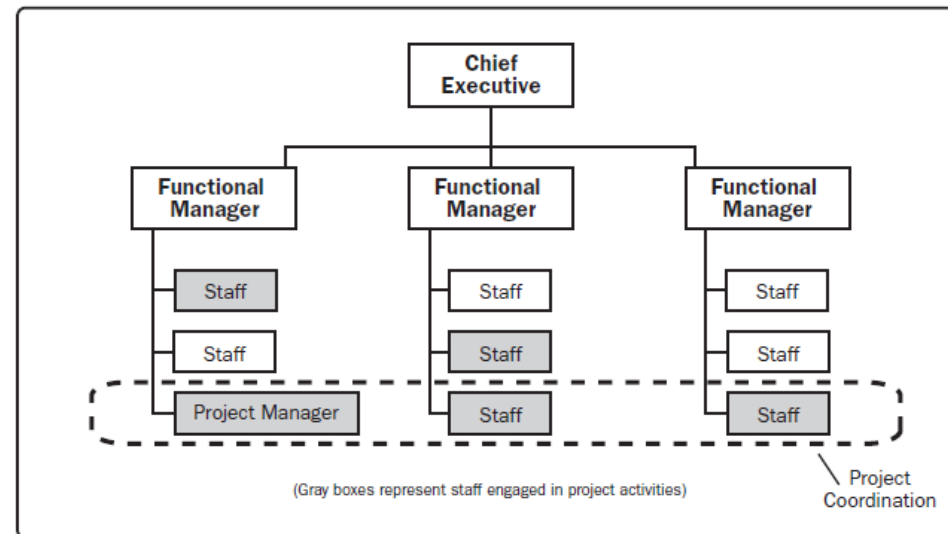


Figure 2-3. Balanced Matrix Organization

Organizational Influences and Project Life Cycle

Organizational Influences on Project Management

Organizational Process Assets and Enterprise Environmental Factors

Organizational Process Assets (OPA)	Enterprise Environmental Factors (EEF)
* Plans, processes, policies, procedures, and knowledge bases that are specific to and used by the performing organization.	* Conditions, not under the immediate control of the team, that influence, constrain, or direct the project, program, or portfolio.
For example: • Processes • Procedures • Templates • Lesson learned	For example: • Culture • Infrastructure • Marketplace conditions

Organizational Influences and Project Life Cycle

Project Stakeholders and Governance

Project Stakeholders

- * **Stakeholder.** An individual, group, or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project.
- * **Sponsor.** A person or group who provides resources and support for the project, program, or portfolio and is accountable for enabling success.
- * **Sponsoring Organization.** The entity responsible for providing the project's sponsor and a conduit for project funding or other project resources.

Example of stakeholders:

- Sponsor
- Customer and users
- Sellers
- Business partners
- Functional Managers
- Project Management team
- Project team

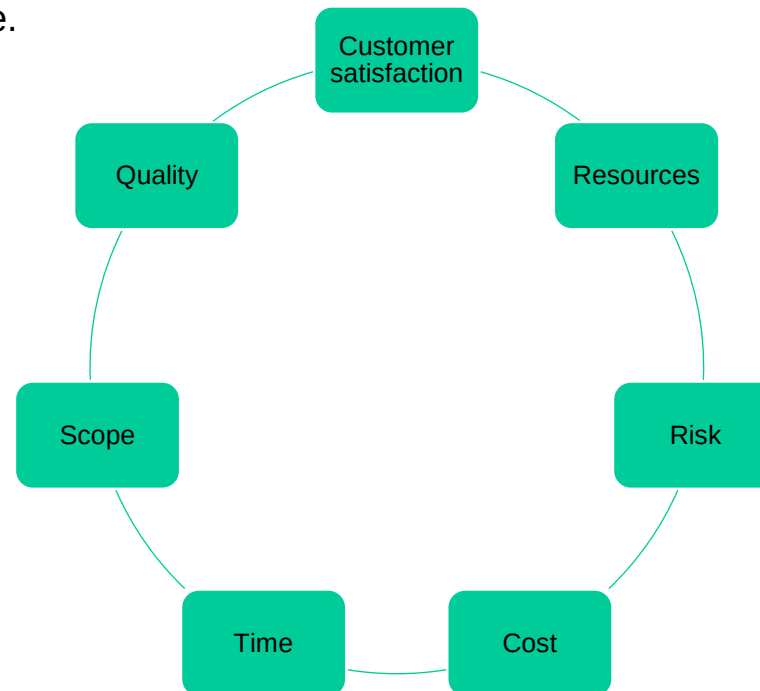
- * **Project Management Team.** The members of the project team who are directly involved in project management activities. On some smaller projects, the project management team may include virtually all of the project team members.

Organizational Influences and Project Life Cycle

Project Stakeholders and Governance

*** Project Governance.** The alignment of project objectives with the strategy of the larger organization by the project sponsor and project team. A project's governance is defined by and is required to fit within the larger context of the program or organization sponsoring it, but is separate from organizational governance.

Project success



Organizational Influences and Project Life Cycle

Project Life Cycle

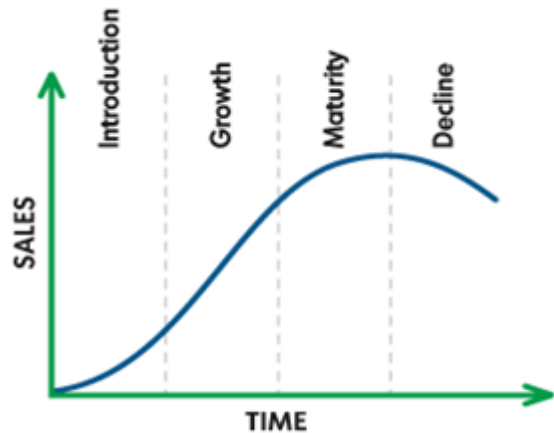
Project Life Cycle, Product Life Cycle and Project Management Process Group

Project Life Cycle	Product Life Cycle	Project Management Process Group.
* The series of phases that a project passes through from its initiation to its closure.	* The series of phases that represent the evolution of a product, from concept through delivery, growth, maturity, and to retirement.	* A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include initiating processes, planning processes, executing processes, monitoring and controlling processes, and closing processes. Project Management Process Groups are not project phases.
Example: • Design • Implementation • Testing • Roll-out	• Inception • Growing • Maturity • Declining • End of Life	• Initiating • Planning • Executing • Monitoring and Controlling • Closing

Organizational Influences and Project Life Cycle

Project Life Cycle

Product Life Cycle



Project Management Process Groups

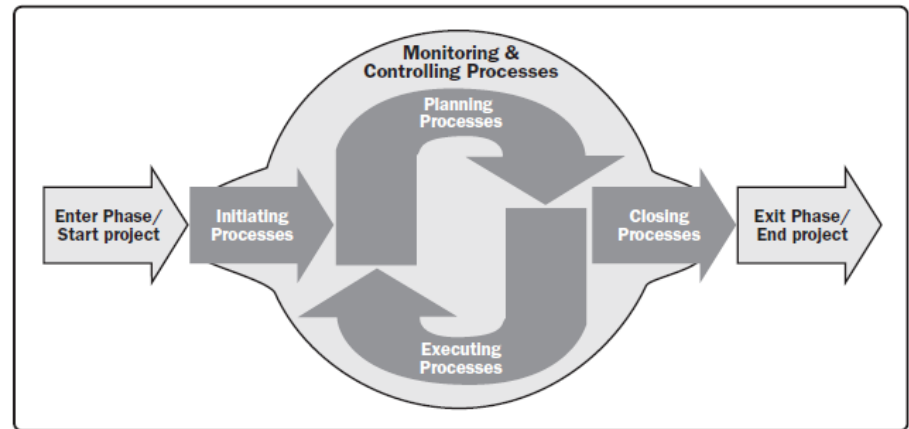
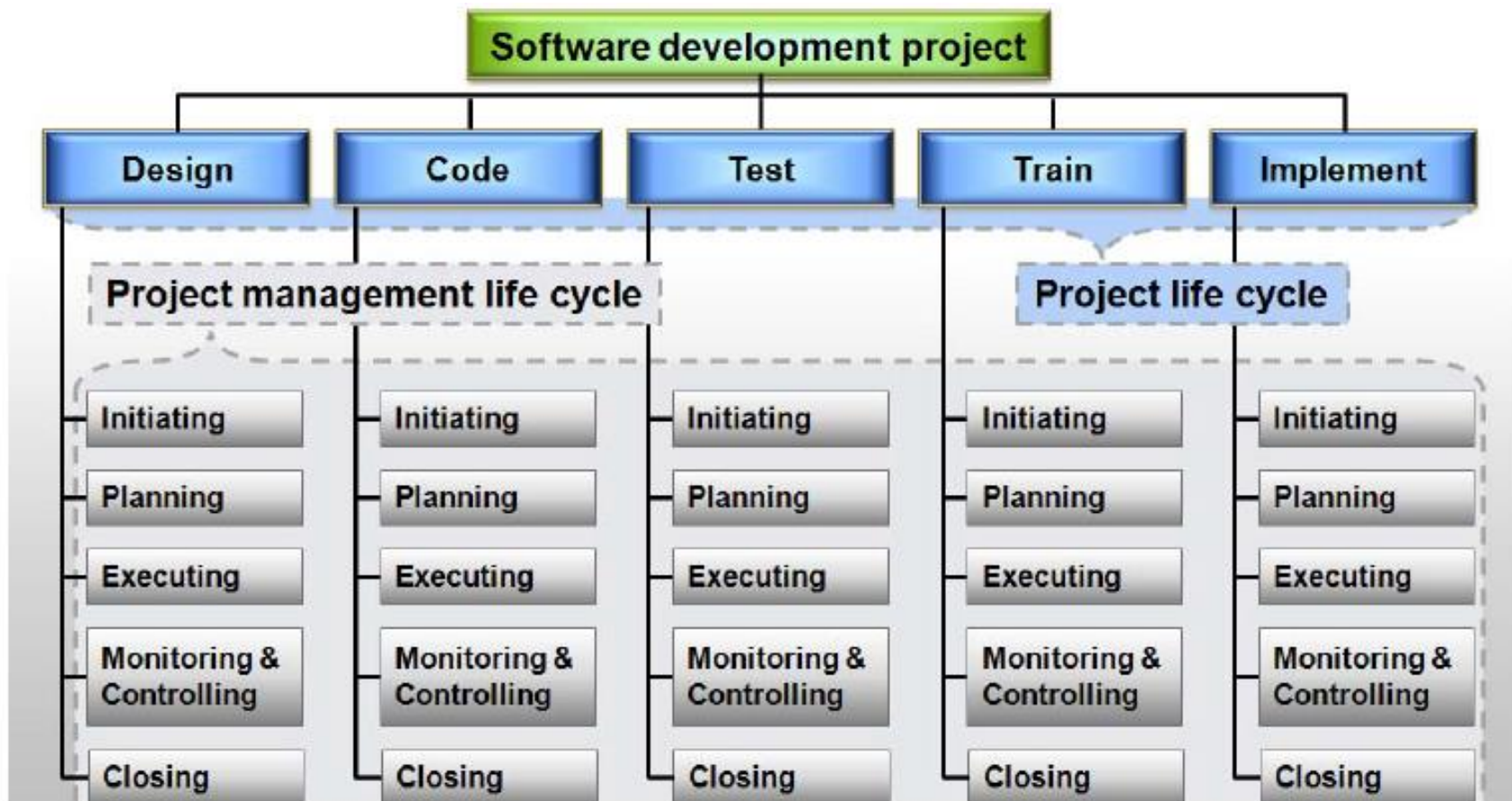


Figure 3-1. Project Management Process Groups

Organizational Influences and Project Life Cycle

Project Life Cycle



Organizational Influences and Project Life Cycle

Project Life Cycle

Project Life Cycle Types

	Predictive	Iterative and incremental	Adaptive
Known also as	Fully plan-driven		Change driven or agile methods
Project scope	Defined as early as possible	Defined one iteration at a time	
Phases and iterations	Phases are sequential or overlapping	Iterations are sequential or overlapping	Each iteration is fast, typically 2 to 4 weeks, and fixed in time
When used	- The product to be delivered is well understood - The product must be delivered in full to have value	- Reduce the complexity of the project - Partial delivery of a product is beneficial and provides value - Need to manage changing objectives and scope	In response to high level of change and stakeholder involvement
Example	Waterfall, Sashimi	Unified Process	Scrum, XP

Organizational Influences and Project Life Cycle

Project Life Cycle

Project Life Cycle

- Varies by project
- Choose for “iterative” or “incremental”
- How well are requirements understood?
- What are the risks?
- Is there a fixed deadline?
- How experienced is the team or customer?

Organizational Influences and Project Life Cycle

- Organizational Influences on Project Management
- Project Stakeholders and Governance
- Project Life Cycle

Training Agenda

Day 1	• PMP Certification Overview • Introduction • Organizational Influences and Project Life Cycle • Project Management Processes
Day 2	Integration
Day 3	• Integration • Scope
Day 4	• Scope
Day 5	• Schedule
Day 6	• Cost • EVM
Day 7	• Quality
Day 8	• Risk
Day 9	• Procurement
Day 10	• Stakeholder • Resources • Communication

Project Management Processes

- Overview
- Project Management Processes Groups
 - Initiating Process Group
 - Planning Process Group
 - Executing Process Group
 - Monitoring and Controlling Process Group
 - Closing Process Group
- Project Information
- Knowledge Areas

Project Management Processes

Overview

Project Management Processes:

*** Process.** A systematic series of activities directed towards causing an end result such that one or more inputs will be acted upon to create one or more outputs.

- Describes what you have to do for managing the project
- Are divided into 5 process groups:
 - Initiating
 - Planning
 - Executing
 - Monitoring and Controlling
 - Closing
- Processes are iterative and may overlap
- May be repeated for each phase of the project life cycle

Project Management Processes

Project Management Process Groups

-  **Initiating:** authorizing the project (phase)
-  **Planning:**
 - define objectives
 - select the best course of actions to meet objectives
-  **Executing:** coordinating resources to carry out the plan
-  **Monitoring and Controlling:** ensures that objectives are met by:
 - Monitoring and measuring progress
 - Identify variances from the plan
 - Take corrective actions
-  **Closing:** formalize the acceptance of the project (phase)

No.

PROCESS



INPUTS

- » INPUT 1
- » INPUT 2
- »
- »

TOOLS & TECHNIQUES

- ✓ TOOL 1
- ✓ TOOL 2
- ✓ TECHNIQUE 1
- ✓

OUTPUTS

- OUTPUT 1 »
- OUTPUT 2 »
- »
- »

Project Management Processes

Initiating Process Group



*** Initiating Process Group.** Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase.

- Within the Initiating processes, the initial scope is defined and initial financial resources are committed
- Internal and external stakeholders who will interact and influence the overall outcome of the project are identified
- If not already assigned, the project manager will be selected
- Initiating processes may be performed at the organizational, program, or portfolio level and therefore, would be outside of the project's level of control
- **2 processes**

Develop Project Charter

Identify Stakeholders

Project Management Processes

Planning Process Group

*** Planning Process Group.** Those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve.

- The Planning processes develop the project management plan and the project documents that will be used to carry out the project
- Progressive elaboration
- The project management plan and project documents developed as outputs from the Planning Process Group will explore all aspects of the scope, time, cost, quality, communications, human resources, risks, procurements, and stakeholder engagement
- **24 processes**

Develop Project Management Plan	Plan Schedule Management	Plan Cost Management	Estimate Activity Resources	Perform Quantitative Risk Analysis
Plan Scope Management	Define Activities	Estimate Costs	Plan Communications Management	Plan Risk Responses
Collect Requirements	Sequence Activities	Determine Budget	Plan Risk Management	Plan Procurement Management
Define Scope	Estimate Activity Durations	Plan Quality Management	Identify Risks	Plan Stakeholder Engagement
Create WBS	Develop Schedule	Plan Resource Management	Perform Qualitative Risk Analysis	

Project Management Processes

Executing Process Group

*** Executing Process Group.** Those processes performed to complete the work defined in the project management plan to satisfy the project specifications.

- This Process Group involves coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project in accordance with the project management plan
- Magic word: carry out
- **10 processes**

Direct and Manage Project Work	Manage Team
Manage Project Knowledge	Manage Communications
Manage Quality	Implement Risk Responses
Acquire Resources	Conduct Procurements
Develop Team	Manage Stakeholder Engagement

Project Management Processes

Monitoring and Controlling Process Group

*** Monitoring and Controlling Process Group.** Those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

- Monitoring the ongoing project activities against the project management plan and the project performance measurement baseline
- Influencing the factors that could circumvent integrated change control or configuration management so only approved changes are implemented
- **12 processes**

Monitor and Control Project Work	Control Schedule	Monitor Communications
Perform Integrated Change Control	Control Costs	Monitor Risks
Validate Scope	Control Quality	Control Procurements
Control Scope	Control Resources	Monitor Stakeholder Engagement

Project Management Processes

Closing Process Group

* **Closing Process Group.** Those processes performed to finalize all activities across all Process Groups to formally close a project or phase.

- This Process Group also formally establishes the premature closure of the project. Prematurely closed projects may include, for example: aborted projects, cancelled projects, and projects having a critical situation
- In specific cases, when some contracts cannot be formally closed (e.g. claims, termination clauses, etc.) or some activities are to be transferred to other organizational units, specific hand-over procedures may be arranged and finalized
- **1 process**

Close Project or Phase

Project Management Processes

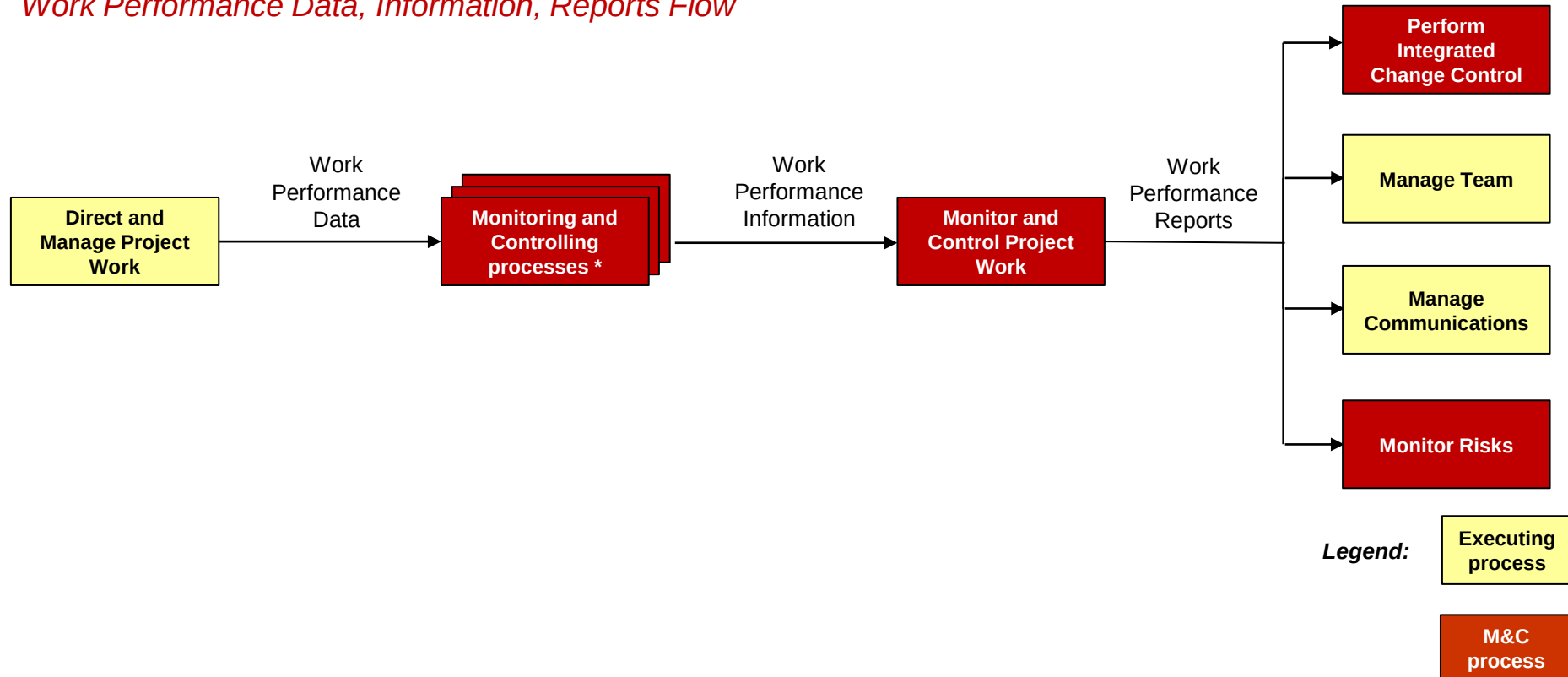
Project Information

Work Performance Data	Work Performance Information	Work Performance Reports
* The raw observations and measurements identified during activities being performed to carry out the project work.	The performance data collected from various controlling processes, analyzed in context and integrated based on relationships across areas.	The physical or electronic representation of work performance information compiled in project documents, intended to generate decisions, actions, or awareness
Examples: • work completed • start and finish dates of schedule activities • number of change requests • number of defects • actual costs • actual durations	Example: • Status of deliverables against planned • Implementation status for change requests • Forecasted estimates to complete	Examples: • Status reports • Memos • Justifications • Information notes • Recommendations

Project Management Processes

Project Information

Work Performance Data, Information, Reports Flow



* except „Perform Integrated Change Control“

Project Management Processes

Knowledge Areas

* **Project Management Knowledge Area.** An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

The PMBOK® Guide lists **49** distinct processes within the **5** Project Management Process Groups and the **10** Knowledge Areas.

Project Management Processes

Knowledge Areas

- I** Project Integration Management
- S** Project Scope Management
- S** Project Schedule Management
- C** Project Cost Management
- Q** Project Quality Management
- R** Project Resources Management
- C** Project Communication Management
- R** Project Risk Management
- P** Project Procurement Management
- S** Project Stakeholder Management

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