PMI® Authorized PMP® Exam Prep

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Course Outline with Exam Content Outline References

Lesson 1: Business Environment

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

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

I.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)

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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)

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Lesson 3: Plan the Project

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

4A Craft Your Leadership Style

I.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

I.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)

I.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)

I.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

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)

I.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

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)