Projex Academy

PMP Foundation



PMP Foundation Handbook

David Geoffrey Litten

PMP Foundation Masterclass

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Welcome to Projex Academy's PMP Foundation Masterclass

Our PMP Masterclass has been fully upgraded to include the latest PMI changes. Most training companies offer a 5-day PMP course, and these have very steep learning curves leading up to taking the PMP exam.

The objective therefore of my PMP Masterclass is to give you a thorough walkthrough of the latest syllabus prior to you applying for your exam.

PMP FOUNDATION

This module introduces the modern PMP examination and the project management thinking that underpins the entire Masterclass.

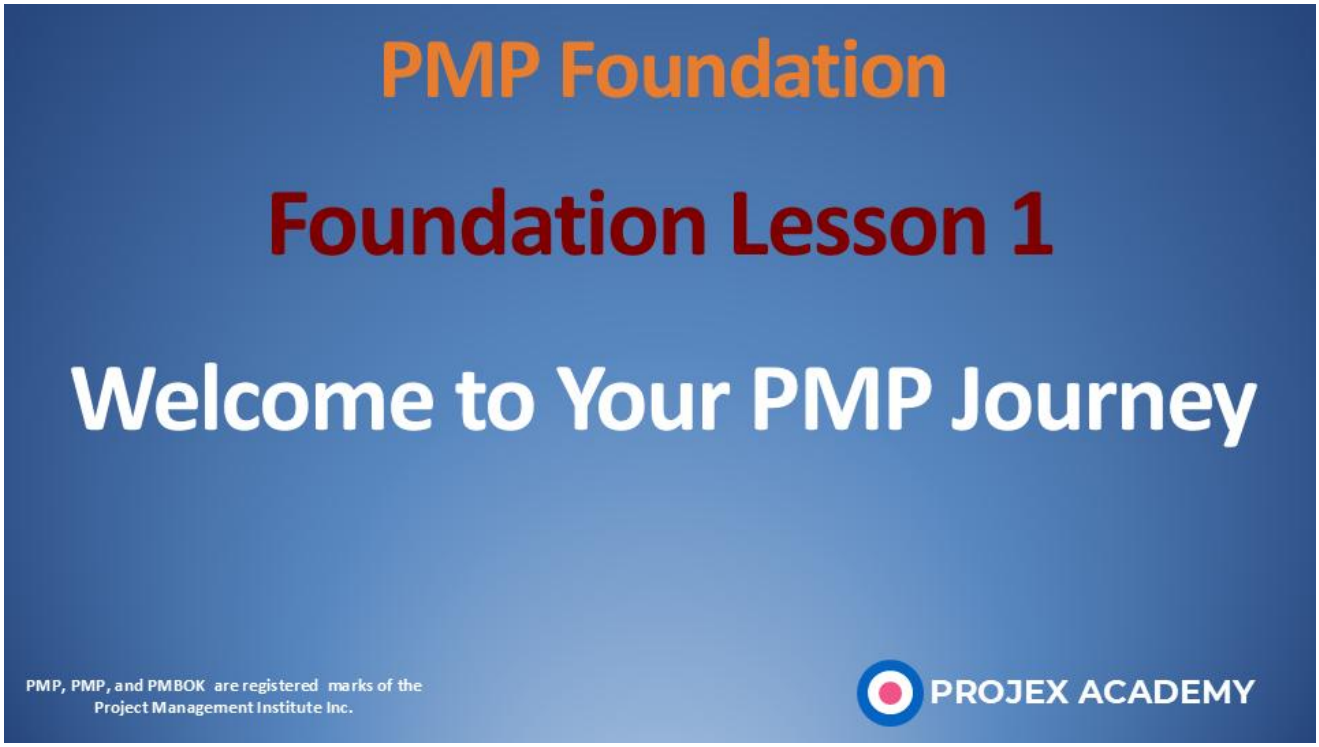
It explains how projects create business value by transforming business needs into outputs, outcomes and measurable benefits.

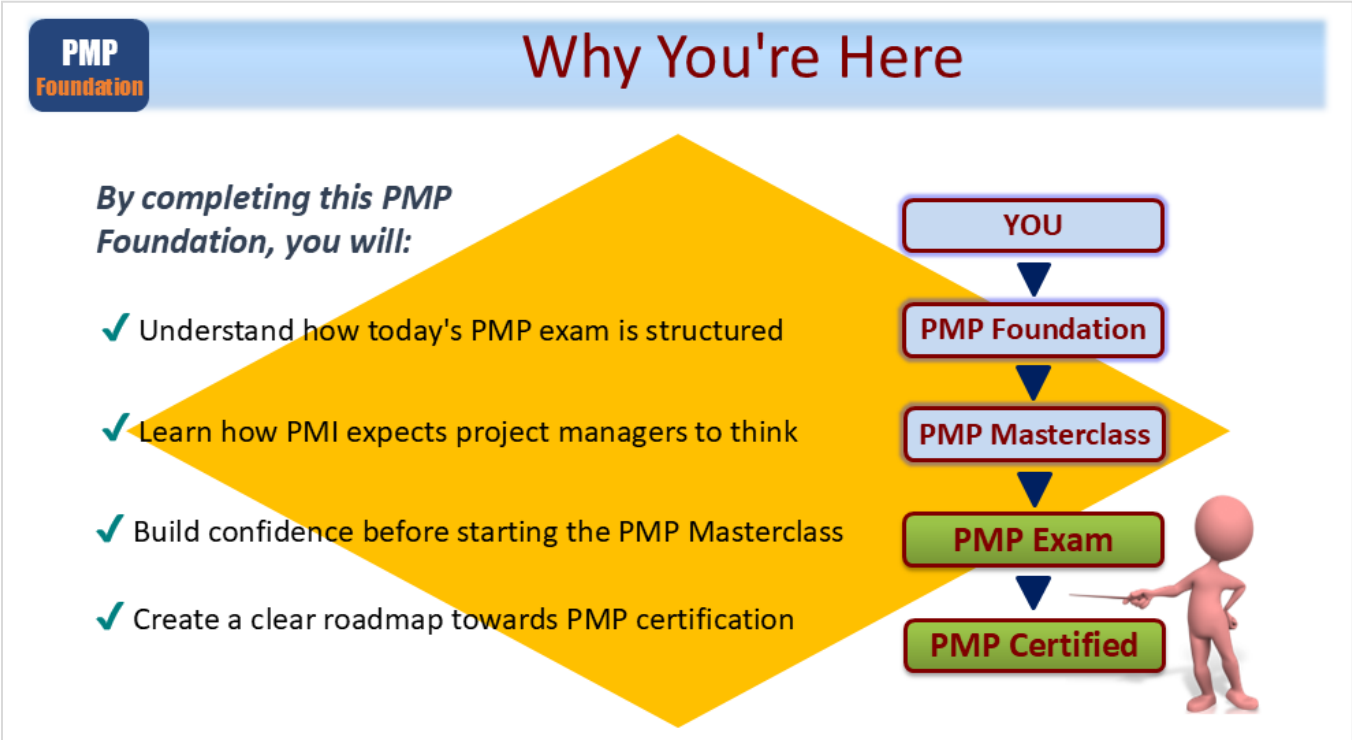
You will learn predictive, agile and hybrid ways of working, professional judgement, the growing role of AI, governance, sustainability, compliance and the external business environment. Introduces modern process thinking without requiring memorization of hundreds of Inputs, Tools & Techniques and Outputs.

It explains the importance of benefits realization and continuous improvement and shows how successful project managers adapt their approach to the situation while keeping business value at the center of project decisions.

Good Luck on your path to become a Project Management Professional!




PMP Foundation
Foundation Lesson 1
Welcome to Your PMP Journey
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PROJEX ACADEMY


PMP Foundation
Why You're Here
By completing this PMP Foundation, you will:
✓ Understand how today's PMP exam is structured
✓ Learn how PMI expects project managers to think
✓ Build confidence before starting the PMP Masterclass
✓ Create a clear roadmap towards PMP certification
YOU
PMP Foundation
PMP Masterclass
PMP Exam
PMP Certified

PMP Foundation

What You'll Learn

By the end of this Foundation, you will be able to:

- ✓ Understand how the PMP exam is structured
- ✓ Study with confidence and a clear plan
- ✓ Begin the PMP Masterclass fully prepared

1. Understand the PMP Exam
2. Think like a Project Manager
3. Study with Confidence
4. Begin the PMP Masterclass

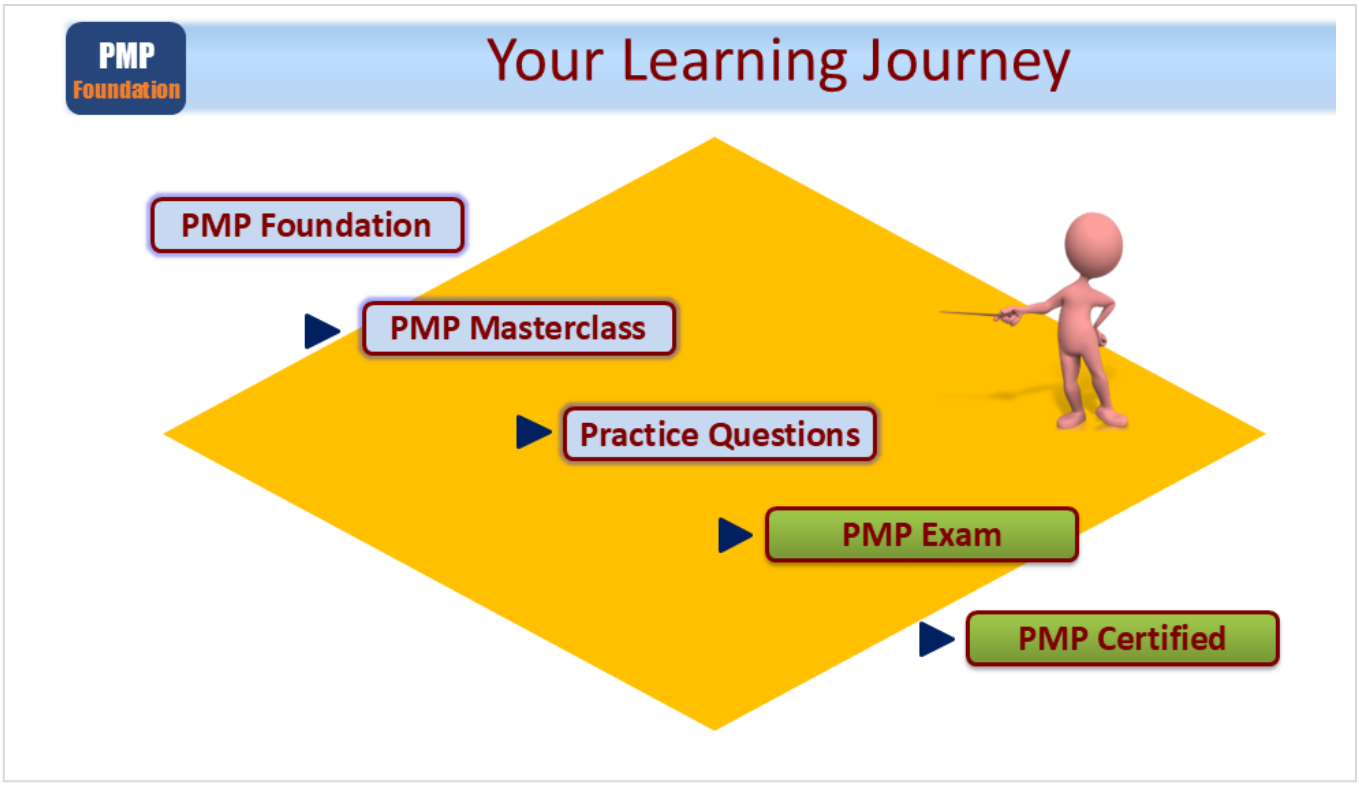


PMP Foundation

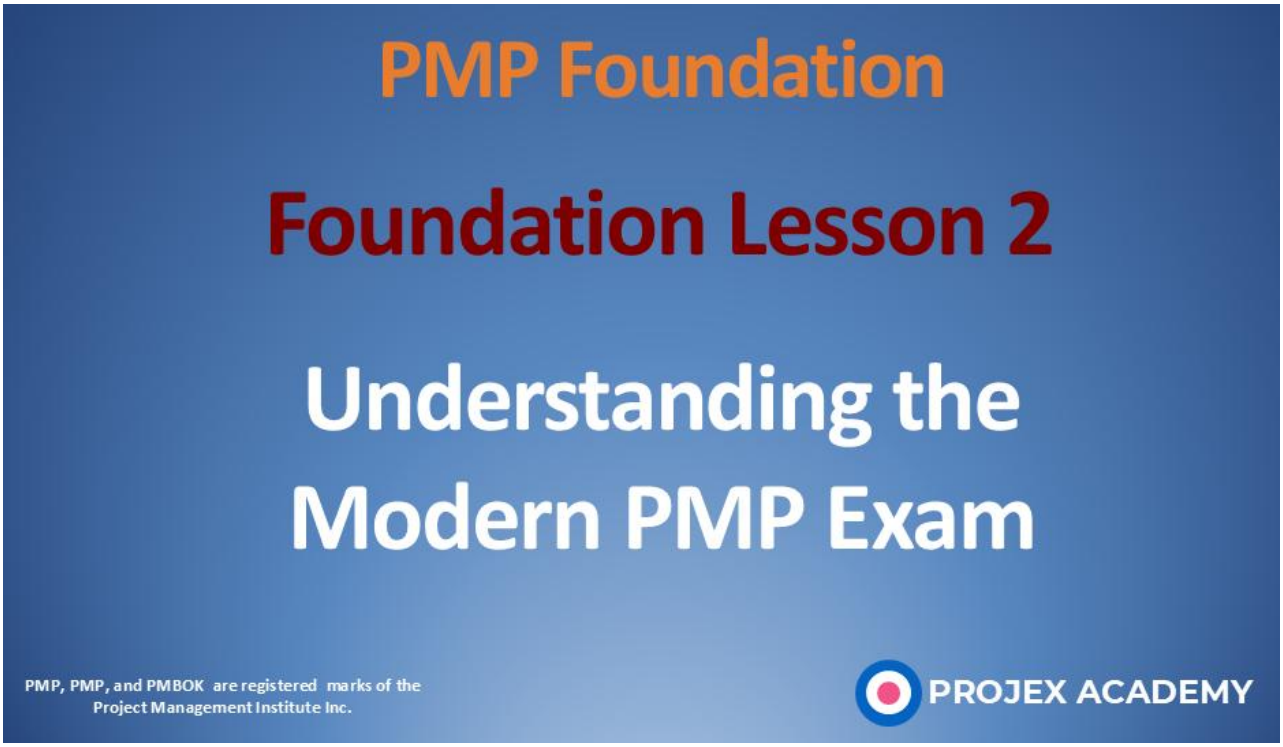
Why This Course is Different

- ✓ Understand, don't memorize
- ✓ Learn through realistic scenarios
- ✓ Develop the PMI mindset
- ✓ Build confidence every step of the way

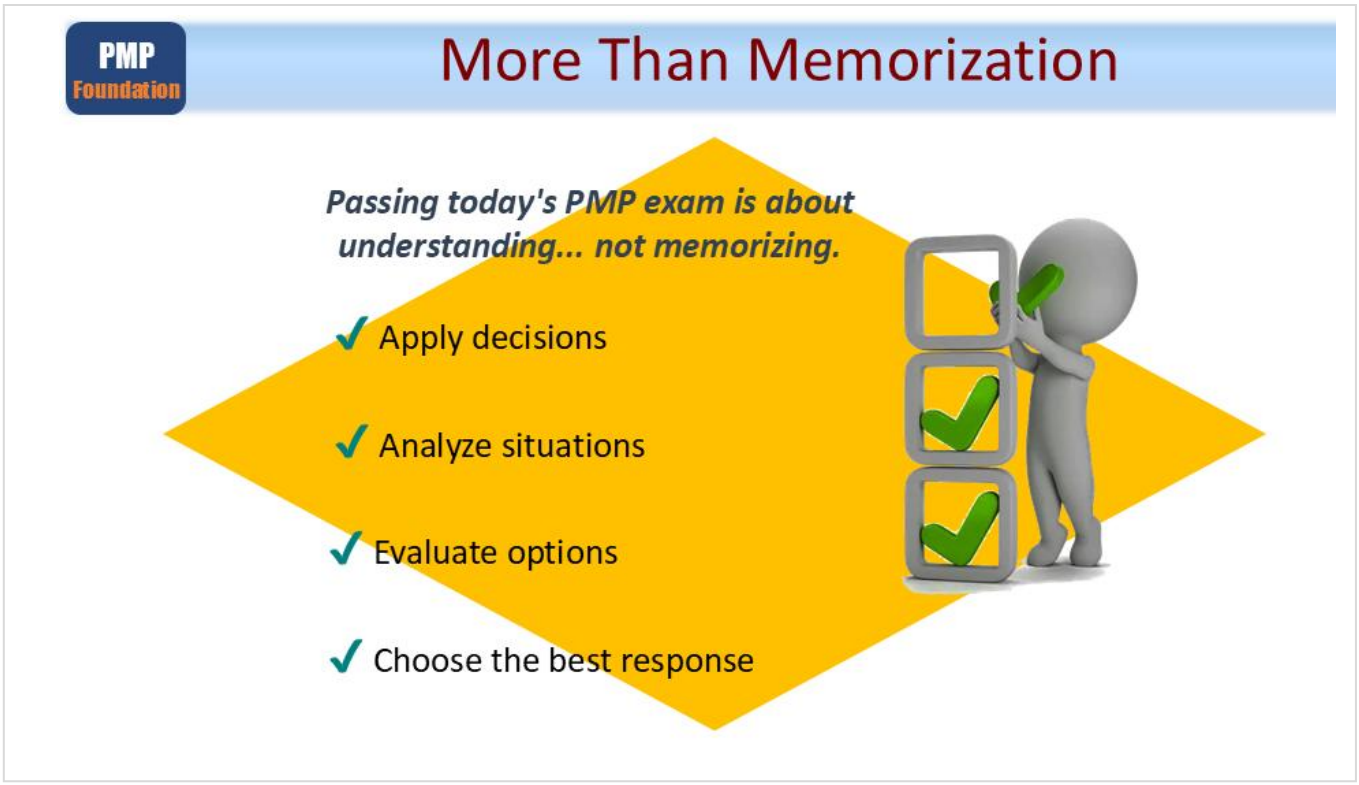


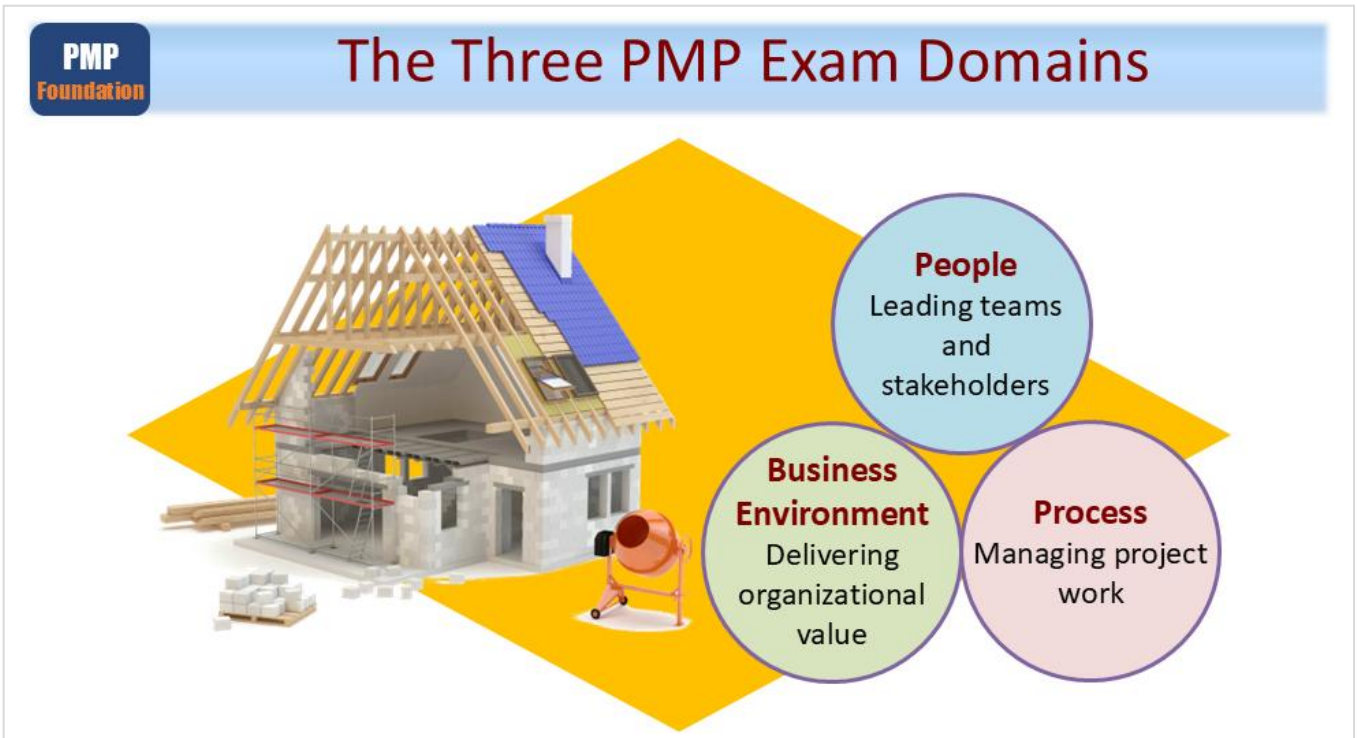

PMP Foundation
Your Learning Journey
PMP Foundation
PMP Masterclass
Practice Questions
PMP Exam
PMP Certified

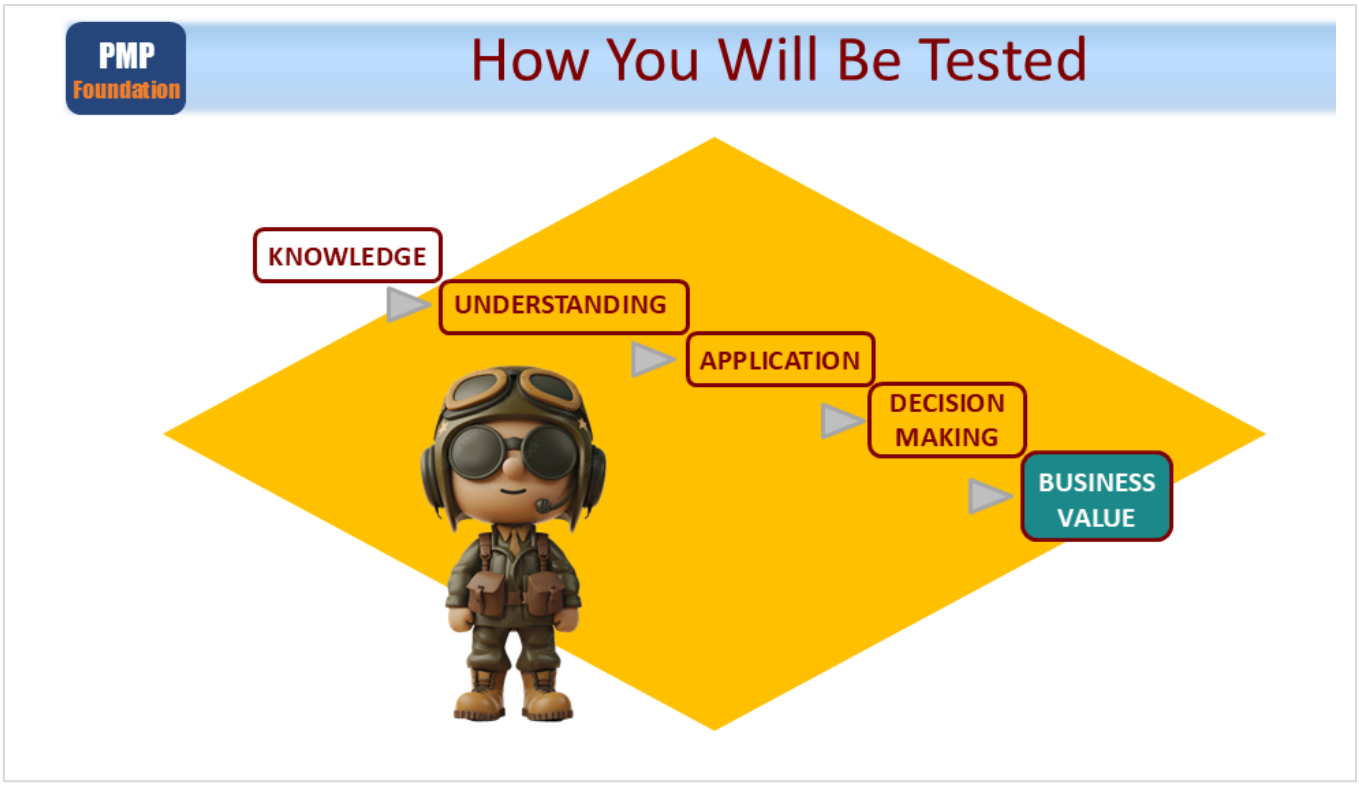

PMP Foundation
Let's Get Started!
Every successful project begins with a solid foundation.
Today you've taken the first step towards becoming a more confident and capable project manager.
Now let's build the knowledge, confidence and judgement needed to become a successful PMP-certified project manager.
Welcome aboard... let's get started!


PMP Foundation
Foundation Lesson 2
Understanding the Modern PMP Exam
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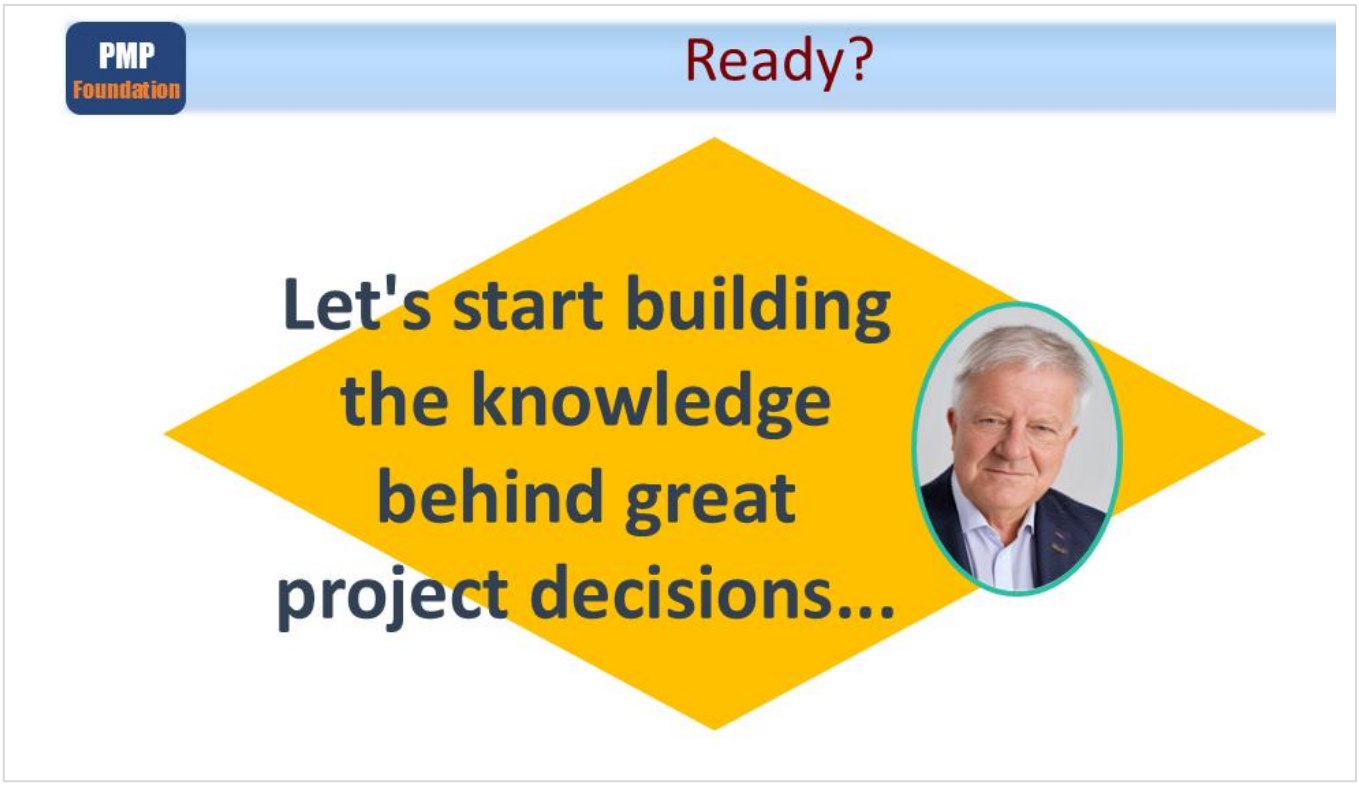

PMP Foundation
What Is PMI Looking For?
PMI is looking for project managers who can:
✓ Make sound decisions
✓ Adapt to changing situations
✓ Deliver business value
✓ Lead people effectively

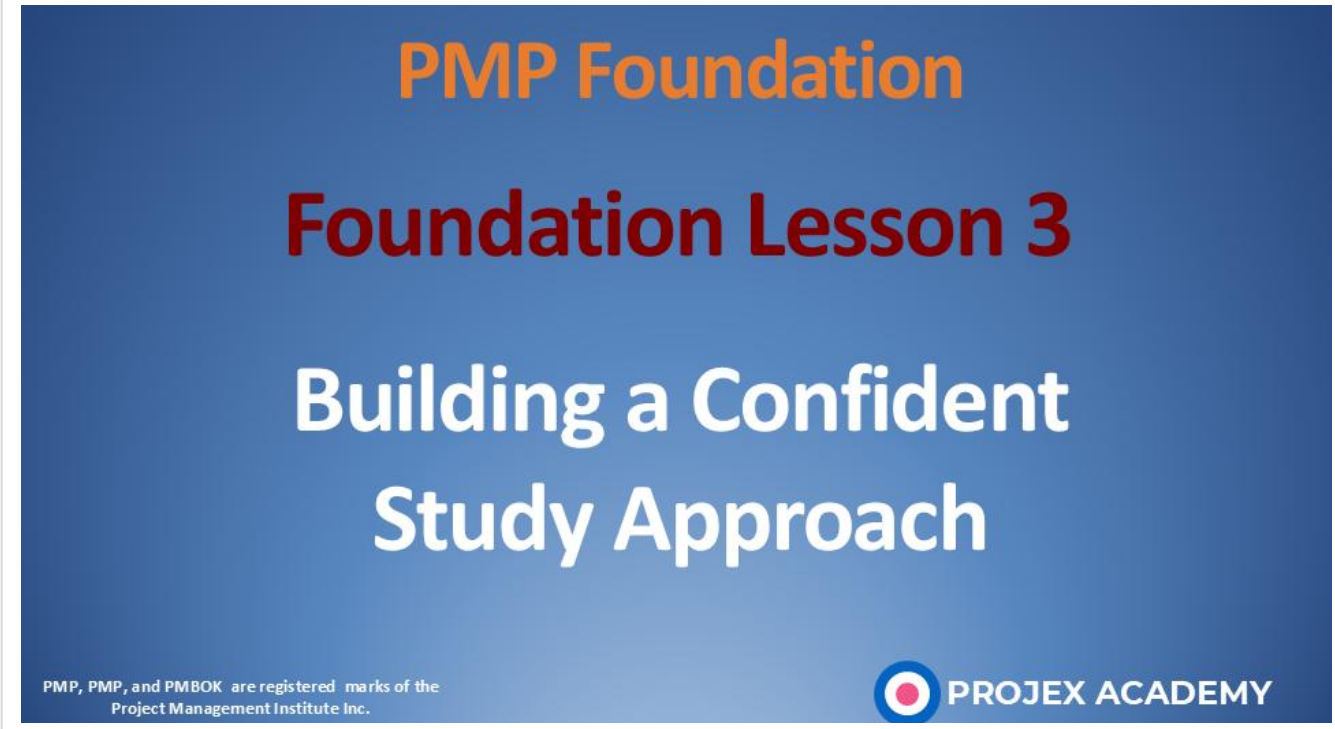

PMP
Foundation
More Than Memorization
Passing today's PMP exam is about understanding... not memorizing.
Apply decisions
Analyze situations
Evaluate options
Choose the best response

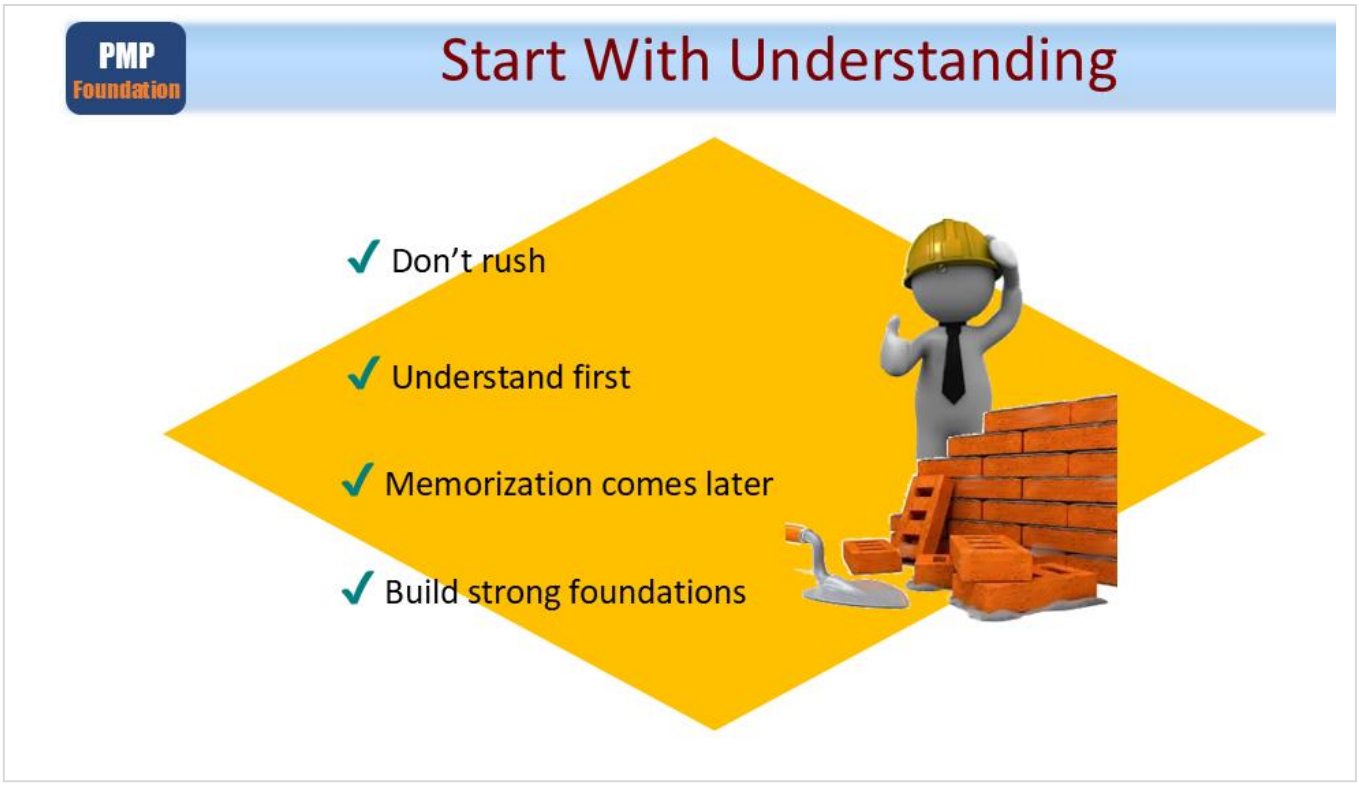

PMP
Foundation
The Three PMP Exam Domains
People
Leading teams and stakeholders
Business Environment
Delivering organizational value
Process
Managing project work

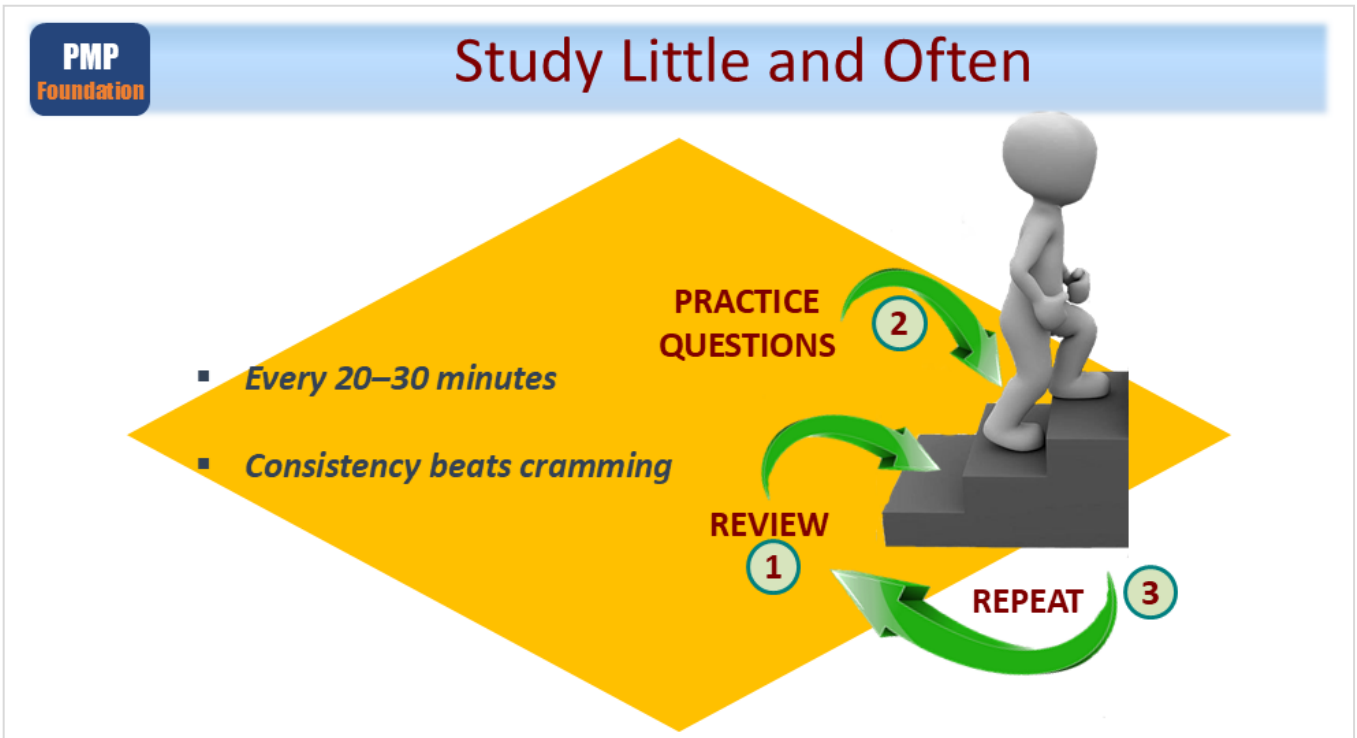

PMP
Foundation
How You Will Be Tested
KNOWLEDGE
UNDERSTANDING
APPLICATION
DECISION MAKING
BUSINESS VALUE

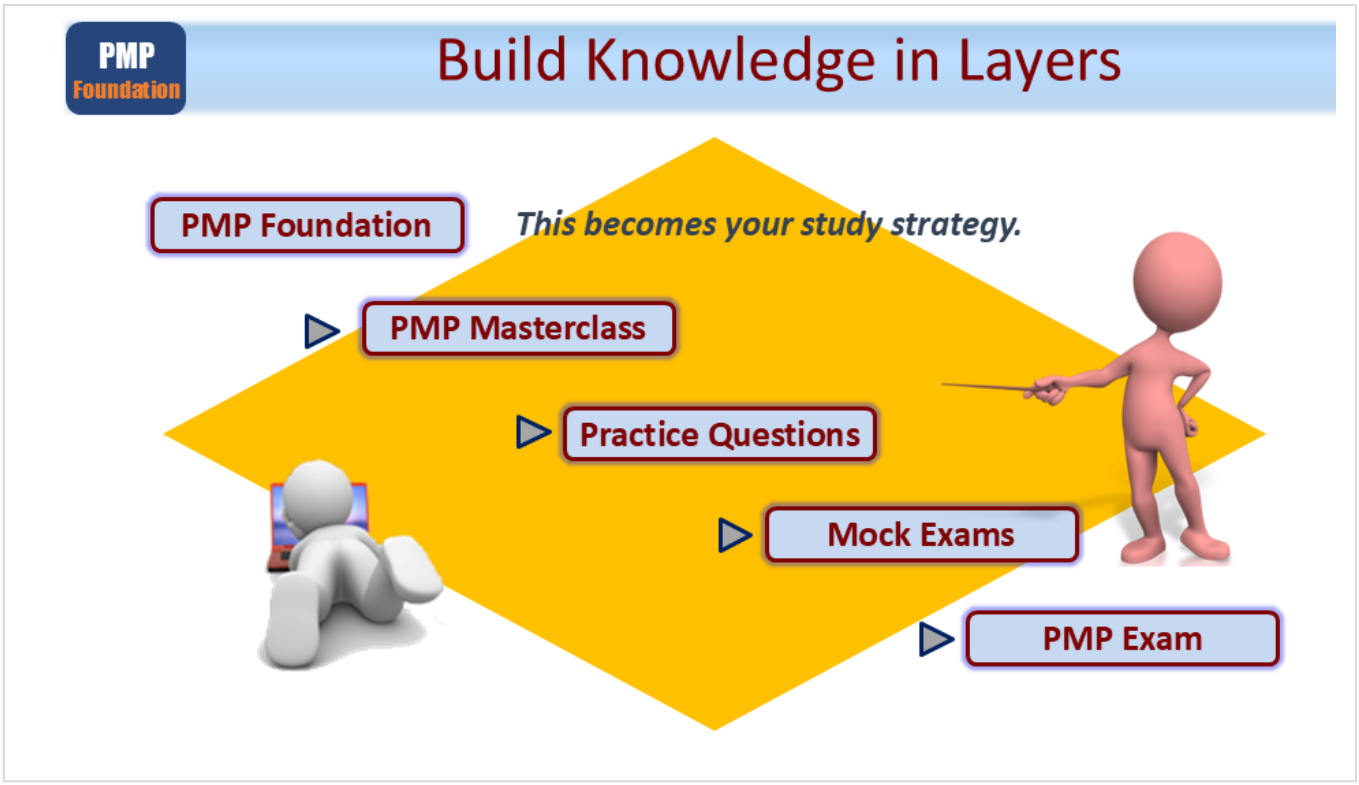

PMP
Foundation
Your New Mindset
Think Like a Project Manager
Consider people
Consider risk
Consider value
Choose the best outcome


PMP
Foundation
Ready?
Let's start building the knowledge behind great project decisions...

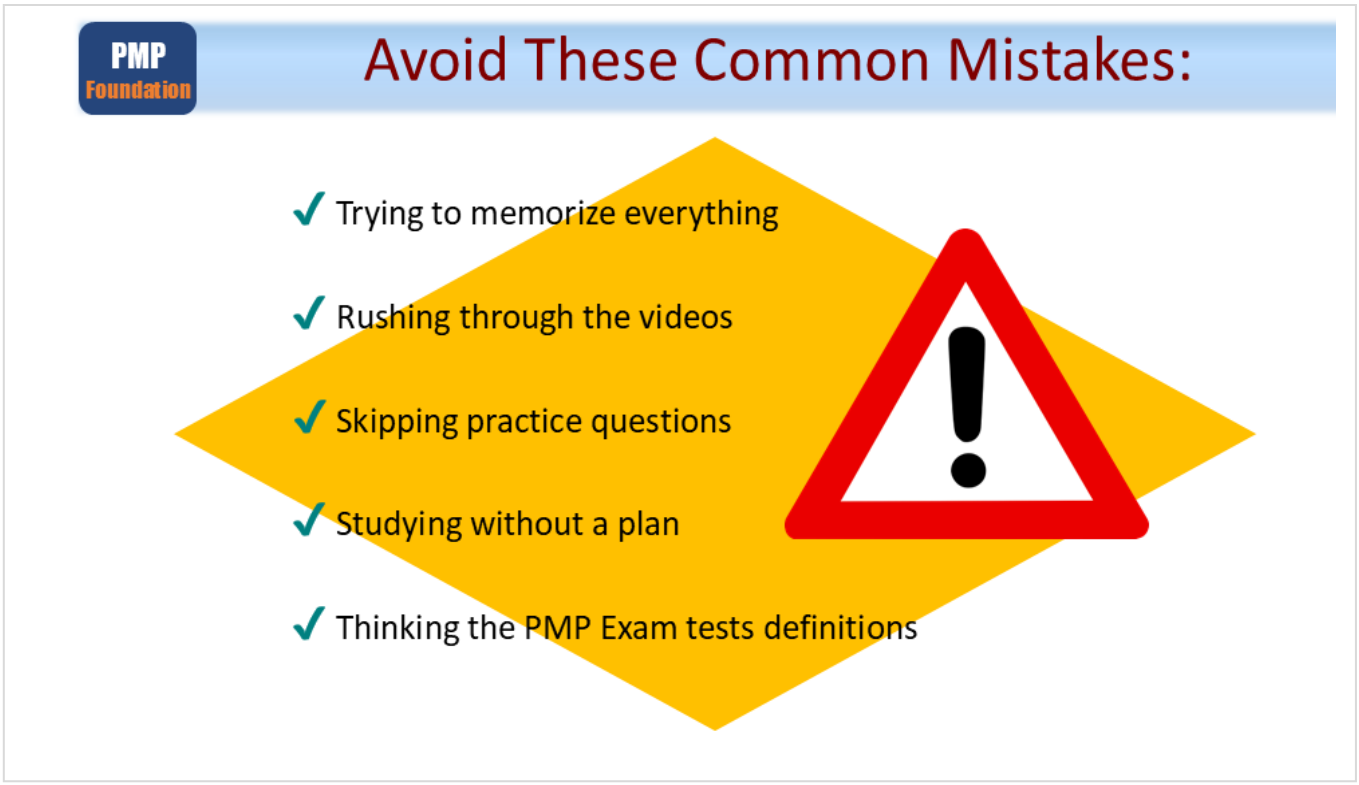

PMP Foundation
Foundation Lesson 3
Building a Confident Study Approach
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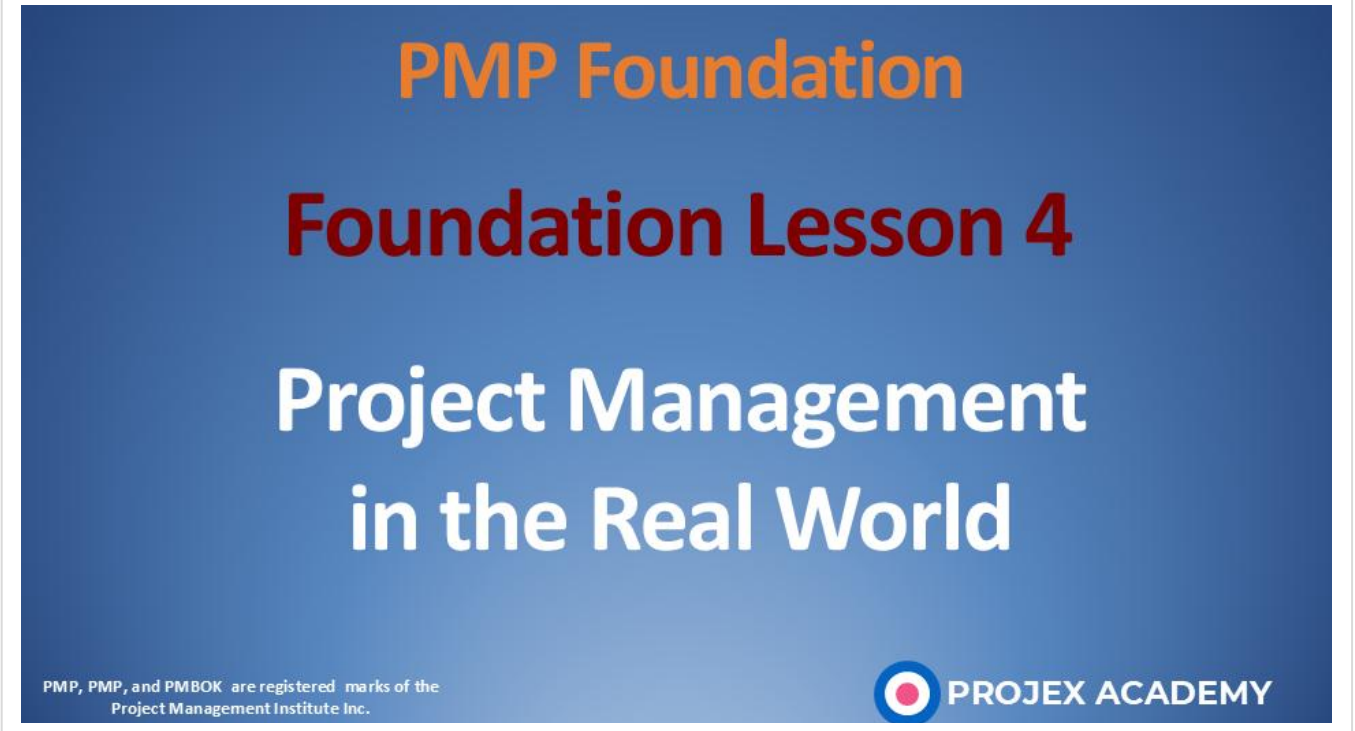

PMP
Foundation
Start With Understanding
✓ Don't rush
✓ Understand first
✓ Memorization comes later
✓ Build strong foundations


PMP
Foundation
Study Little and Often
PRACTICE QUESTIONS
2
Every 20–30 minutes
Consistency beats cramming
REVIEW
1
REPEAT
3


PMP Foundation
Build Knowledge in Layers
PMP Foundation
This becomes your study strategy.
PMP Masterclass
Practice Questions
Mock Exams
PMP Exam


PMP Foundation
Learn Like a PMI Project Manager
Every lesson ask yourself:
Why?
What are my options?
Which decision delivers the greatest value?


PMP
Foundation
Avoid These Common Mistakes:
✓ Trying to memorize everything
✓ Rushing through the videos
✓ Skipping practice questions
✓ Studying without a plan
✓ Thinking the PMP Exam tests definitions


PMP Foundation
Foundation Lesson 4
Project Management
in the Real World
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Why Do Projects Exist?

Projects exist to create positive change by:

- ✓ Solving business problems
- ✓ Creating new opportunities
- ✓ Delivering measurable benefits
- ✓ Creating lasting business value

BEFORE
- Old Business
- Current State

AFTER
- Improved Business
- Future State



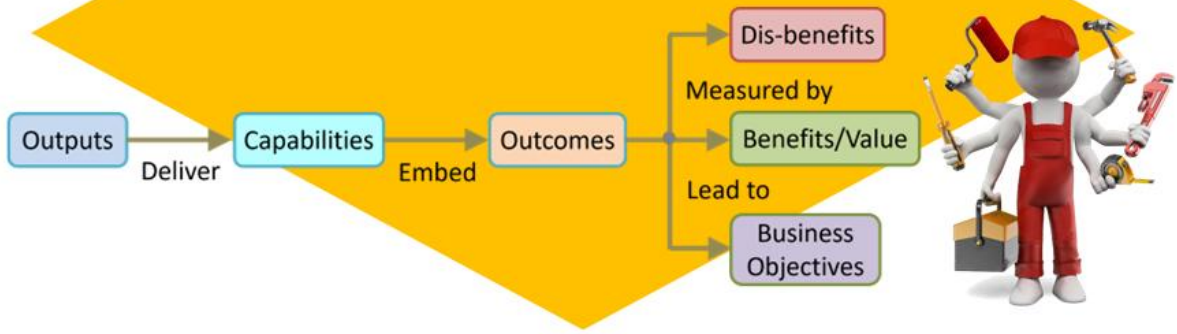
How Projects Create Business Value

PROJECT
- Temporary
- Unique
- Creates change



(example project output)

OPERATIONS
- Ongoing
- Repeatable
- Maintains the business



Delivering Value Through People

Great project managers create value by:

- ✓ Bringing people together
- ✓ Building collaboration
- ✓ Resolving conflict
- ✓ Keeping everyone focused on the same outcome



Tailoring to Fit the Needs

Select and tailor processes, tools and techniques to suit the specific needs of your project

Use the right mix of approaches to deliver the greatest business value



PMP Foundation

Every Project is Unique

Each project has its own context, so there is no one-size-fits-all approach

- ✓ Different objectives
- ✓ Different stakeholders
- ✓ Different environments
- ✓ Different constraints and risks



Understand the project context before deciding how to work

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Professional Judgment Chooses the Best Approach

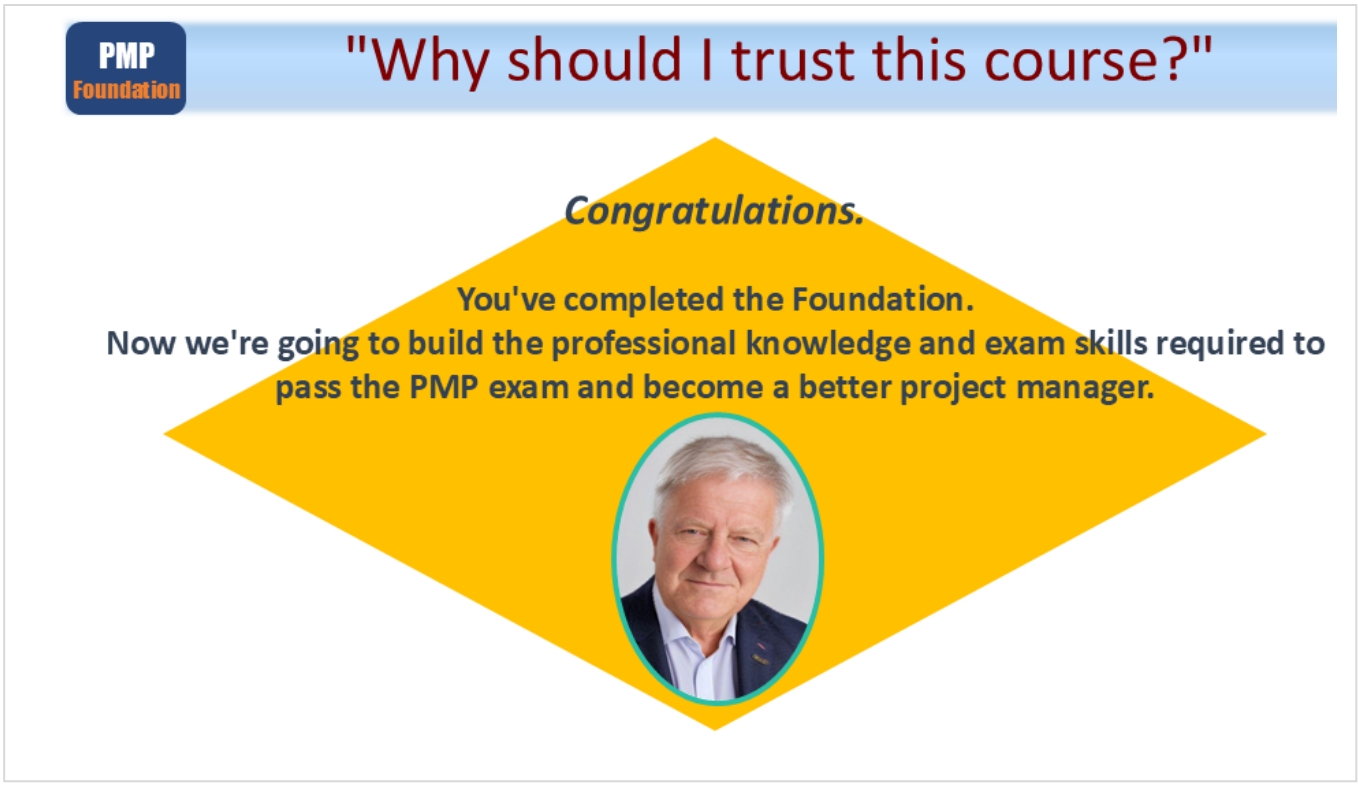
There is no single method that is right for every project

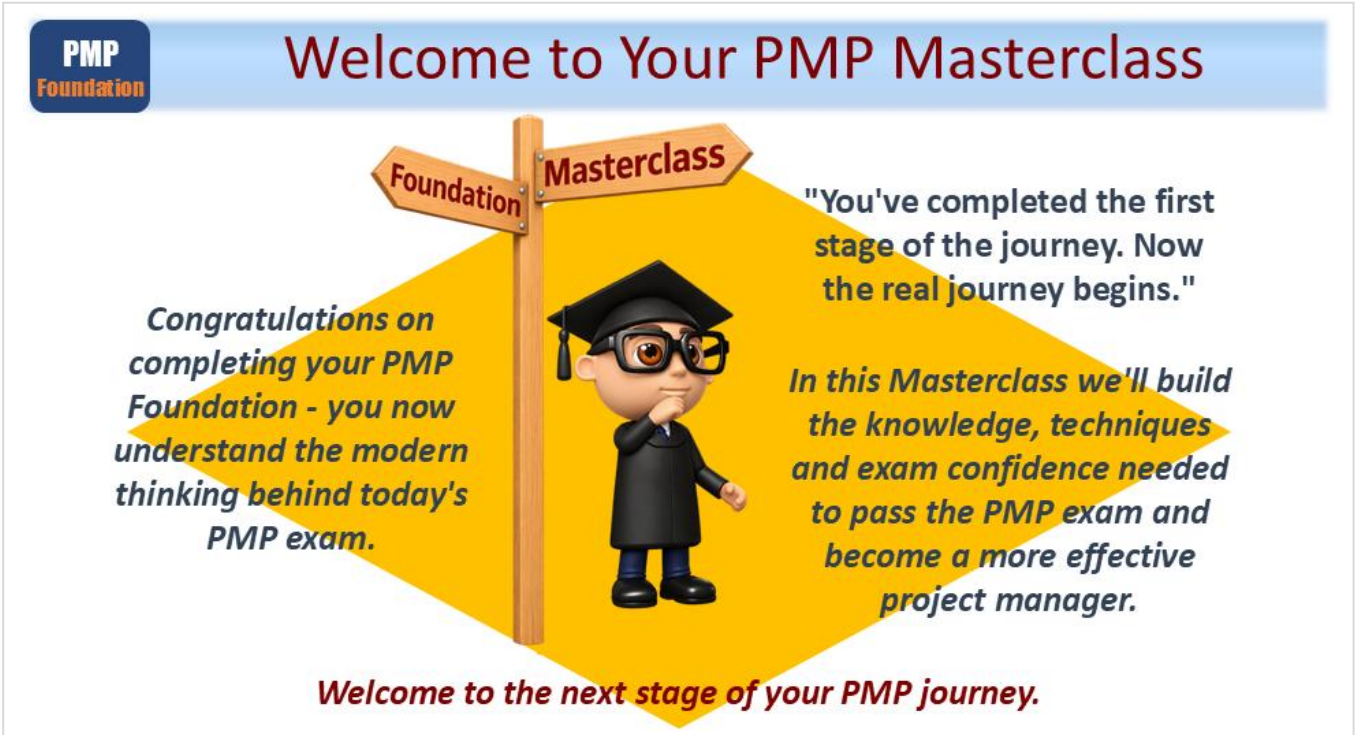
Professional project managers assess the situation and use their judgement to select the approach that gives the project the greatest chance of success



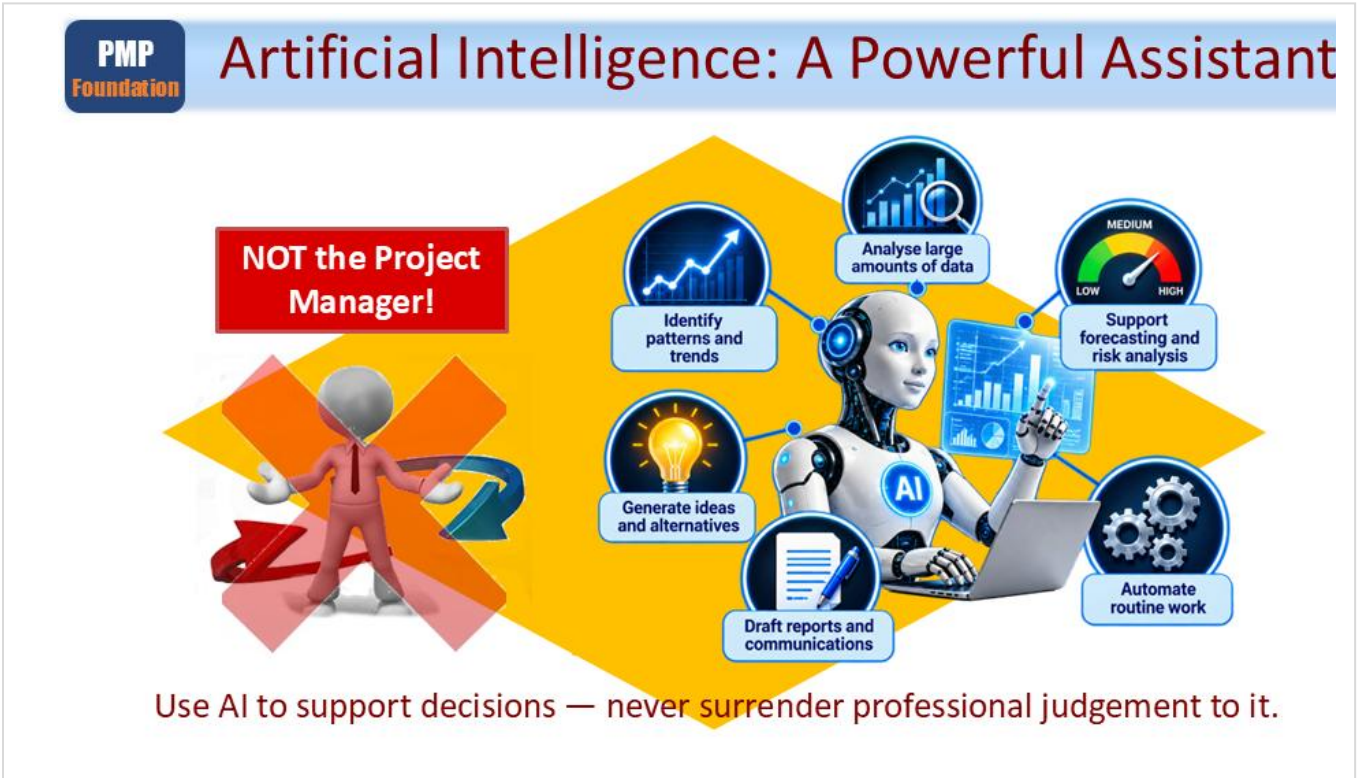
- How certain are the requirements?
- How quickly do stakeholders need feedback?
- How much uncertainty and risk exists?
- **Which approach will deliver the greatest business value?**

Professional judgement transforms project knowledge into successful project decisions


PMP
Foundation
"Why should I trust this course?"
Congratulations.
You've completed the Foundation.
Now we're going to build the professional knowledge and exam skills required to pass the PMP exam and become a better project manager.


PMP
Foundation
Welcome to Your PMP Masterclass
Foundation
Masterclass
Congratulations on completing your PMP Foundation - you now understand the modern thinking behind today's PMP exam.
"You've completed the first stage of the journey. Now the real journey begins."
In this Masterclass we'll build the knowledge, techniques and exam confidence needed to pass the PMP exam and become a more effective project manager.
Welcome to the next stage of your PMP journey.


PMP Foundation
The Changing World of Project Management
Projects don't operate in isolation. Technology, society, regulation and the way people work are changing — and project managers must be able to respond.
Artificial Intelligence
New tools.
New opportunities.
New risks.
Sustainability
Creating value responsibly and for the longer term.
Digital Transformation
Using technology to change organisations and create value.
Global & Distributed Teams
Leading people across locations, cultures and time zones.
Cyber Security
Protecting information, systems and organisational value.
PMP EXAM MINDSET: You are not expected to become a technical specialist. You ARE expected to recognise the implications for your project and make sound professional decisions.


PMP Foundation
Artificial Intelligence: A Powerful Assistant
NOT the Project Manager!
Analyse large amounts of data
Identify patterns and trends
Support forecasting and risk analysis
Generate ideas and alternatives
Automate routine work
Draft reports and communications
Use AI to support decisions — never surrender professional judgement to it.

How AI Can Help ...

PROJECT MANAGER PROVIDES:

- Project context and objectives
- Reliable project data
- Clear questions and instructions
- Constraints and assumptions

PROJECT MANAGER STILL ACCOUNTABLE:

- Validate AI-generated information
- Apply professional judgement
- Consider people, risk and business value
- Make and own the final decision



AI CAN HELP:

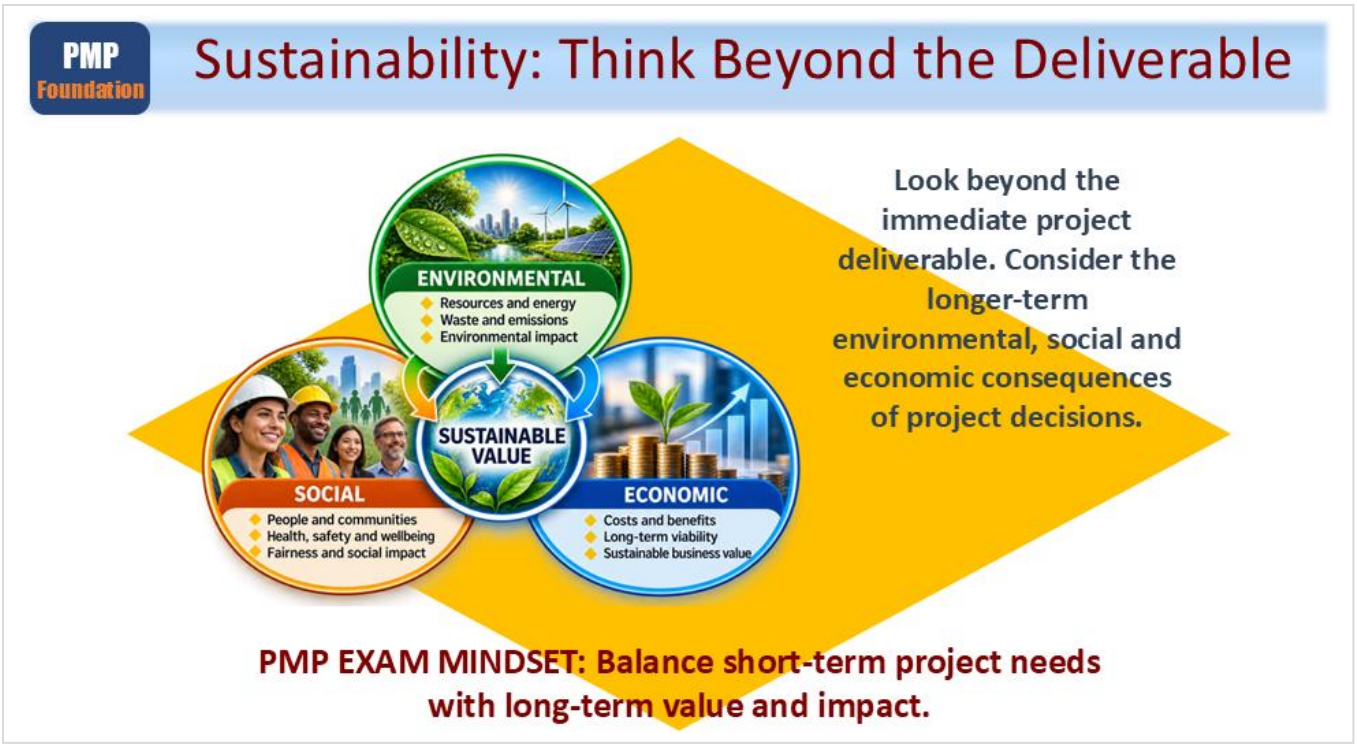
- Analyse large amounts of data
- Identify patterns and trends
- Support forecasting and risk analysis
- Generate ideas and alternatives
- Draft reports and communications
- Automate routine work

AI: Powerful, But Not Infallible



AI-generated information may look convincing - that does not make it correct, unbiased or safe to use.

PMP EXAM MINDSET: Validate → Question → Protect → Apply Human Judgement


PMP Foundation
Sustainability: Think Beyond the Deliverable
ENVIRONMENTAL
Resources and energy
Waste and emissions
Environmental impact
SUSTAINABLE VALUE
SOCIAL
People and communities
Health, safety and wellbeing
Fairness and social impact
ECONOMIC
Costs and benefits
Long-term viability
Sustainable business value
Look beyond the immediate project deliverable. Consider the longer-term environmental, social and economic consequences of project decisions.
PMP EXAM MINDSET: Balance short-term project needs with long-term value and impact.


PMP Foundation
Sustainability: Build It Into the Project
REQUIREMENTS
SUSTAINABILITY REQUIREMENTS
Identify sustainability expectations.
PLANNING
RISK & IMPACT ASSESSMENT
Assess impacts, risks and opportunities.
DELIVERY
Monitor performance and manage trade-offs.
HANDOVER
OPERATION & WHOLE-LIFE IMPACT
Energy efficiency
Maintenance
Lifecycle cost
End-of-life options
Consider operation and whole-life impact.
BENEFITS
Measure lasting value and outcomes.
Sustainability is not something you check at the end – it should influence decisions throughout the project.


PMP Foundation
Digital Transformation: More Than New Technology
PEOPLE
New skills, roles and behaviours
PROCESSES
Better, faster ways of working
DIGITAL TRANSFORMATION
TECHNOLOGY
Digital tools, data, AI and automation
BUSINESS VALUE
Better outcomes for customers and the organisation
Digital transformation isn't a technology project – it is organisational change enabled by technology.


PMP Foundation
Leading Digital Transformation
1 UNDERSTAND THE BUSINESS NEED
Start with the problem or opportunity – not the technology.
2 ENGAGE PEOPLE EARLY
Involve users and stakeholders in shaping the change.
3 ADAPT WAYS OF WORKING
Processes and working practices may need to change alongside the technology.
4 SUPPORT ADOPTION
Training, communication and transition help people actually use the new solution.
5 MEASURE THE OUTCOME
Check whether the change is delivering the expected business value.
PROJECT MANAGER
Successful digital transformation isn't measured by whether the technology works – it is measured by whether the organisation works better because of it.


PMP
Foundation
Global & Distributed Teams: Leading Across Distance
TIME ZONES
Working hours may overlap only briefly.
CULTURE & COMMUNICATION
Different expectations and communication styles can affect understanding.
TRUST & TEAM COHESION
Distance can make relationships harder to build and maintain.
TECHNOLOGY & ACCESS
Teams need reliable tools and equal access to project information.
Distance doesn't have to weaken teamwork –
but good collaboration has to be deliberately designed.


PMP
Foundation
Leading Global & Distributed Teams Effectively
1 CREATE CLEAR WORKING AGREEMENTS
Agree communication channels, response times, meeting expectations and ways of working.
2 MAKE COMMUNICATION INCLUSIVE
Ensure everyone can contribute – not just the people in the same office or time zone.
3 BUILD TRUST DELIBERATELY
Create opportunities for relationships, collaboration and shared ownership.
4 RESPECT CULTURAL DIFFERENCES
Adapt communication and leadership rather than assuming everyone works in the same way.
5 KEEP INFORMATION VISIBLE
Use shared digital tools so everyone works from the same current information.
PROJECT MANAGER
Don't manage people in different locations as separate teams.
Build one team with shared goals, trust and ways of working


PMP
Foundation
Cyber Security: Everyone's Project Responsibility
1 REQUIREMENTS
Identify security, privacy and data protection needs early.
2 RISK
Identify and assess cyber threats and vulnerabilities.
3 COMPLIANCE
Understand applicable laws, regulations and organisational policies.
LAWS
REGULATIONS
POLICIES
4 DELIVERY
Work with specialists to build security into the solution – not bolt it on afterwards.
5 MONITOR & RESPOND
Monitor emerging threats and respond when risks or circumstances change.
CYBER SECURITY
BUILT INTO THE PROJECT
PROJECT MANAGER
Coordinates and manages cyber security in the project.
Works with stakeholders and specialists.
SPECIALISTS
Provide the technical expertise.
Advise on security requirements, risks and solutions.
Cyber security isn't something you test at the end –
it must be considered throughout the project.


PMP
Foundation
Managing Cyber Security Risk
1 IDENTIFY
Recognise the threat, vulnerability or security concern.
2 ASSESS
Understand likelihood, impact, urgency and affected stakeholders.
RISK
High
Medium
Low
3 INVOLVE EXPERTS
Bring in the appropriate security, technical, legal or compliance expertise.
4 RESPOND
Agree and implement the appropriate risk response or corrective action.
5 MONITOR & LEARN
Track the risk, confirm the response is effective and capture lessons.
LESSONS LEARNED
PROJECT MANAGER
Coordinates and manages cyber security in the project.
Works with stakeholders and specialists.
Remains responsible for making sure it is properly managed.
PROJECT MANAGER
SPECIALISTS
Provide the technical expertise.
Advise on security requirements, risks and solutions.
Support implementation and incident response.
When a cyber risk appears, don't ignore it and don't become the technical expert –
assess it, involve the right people and manage the response.


PMP
Foundation
Bringing It All Together: The Modern Project Manager
ARTIFICIAL INTELLIGENCE
Use it to support analysis and decisions – but apply profecsional judgement.
SUSTAINABILITY
Consider longer-term environmental, social and business impacts.
DIGITAL TRANSFORMATION
Lead organisational change, not simply technology implementation.
PROJECT MANAGER
PROFESSIONAL JUDGEMENT
KNOWLEDGE
EXPERIENCE
EVIDENCE
ETHICS & VALUES
GLOBAL & DISTRIBUTED TEAMS
Create trust, inclusion and effective collaboration across distance.
CYBER SECURITY
Recognise the risk, involve specialists and manage the response.
SUCCESSFUL OUTCOMES
BUSINESS VALUE
The modern project manager doesn't need to be the expert in everything –
but must know what matters, ask the right questions and make sound decisions.