Projex Academy

PMP Handbook ONE



PMP Introduction

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PMP Masterclass

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Welcome to Projex Academy's PMP 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.

Our PMP Masterclass is also designed for those who wish to grasp a complete understanding of the method without the need for additional qualifications

I have created video-based Modules accompanied by their Handbooks, and they have been designed to cover the full syllabus in simple step-by-step 'chunks. Each module consists of several video lessons of approximately 20 minutes in length so that you can learn at your own pace and time.

I recommend the following sequence of study:-

1. Watch the video module lessons in number order. I suggest that you do not make any notes – you can do this when and if you wish to watch the videos a second time.

2. Watch the videos in conjunction with their accompanying Handbooks.

3. ***Carry out the exercises and Sample PMP Questions where added*** at the end of each Handbook as these re-enforce your learning, and then return to the videos/slide diagrams if needed. You also have a PMP Exam Cram Topic Glossary in each Handbook.

3. Carry out all our exercises and sample exam questions.

4. Aim to get an 80% score overall to ensure you are ready for your live PMP exam.

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



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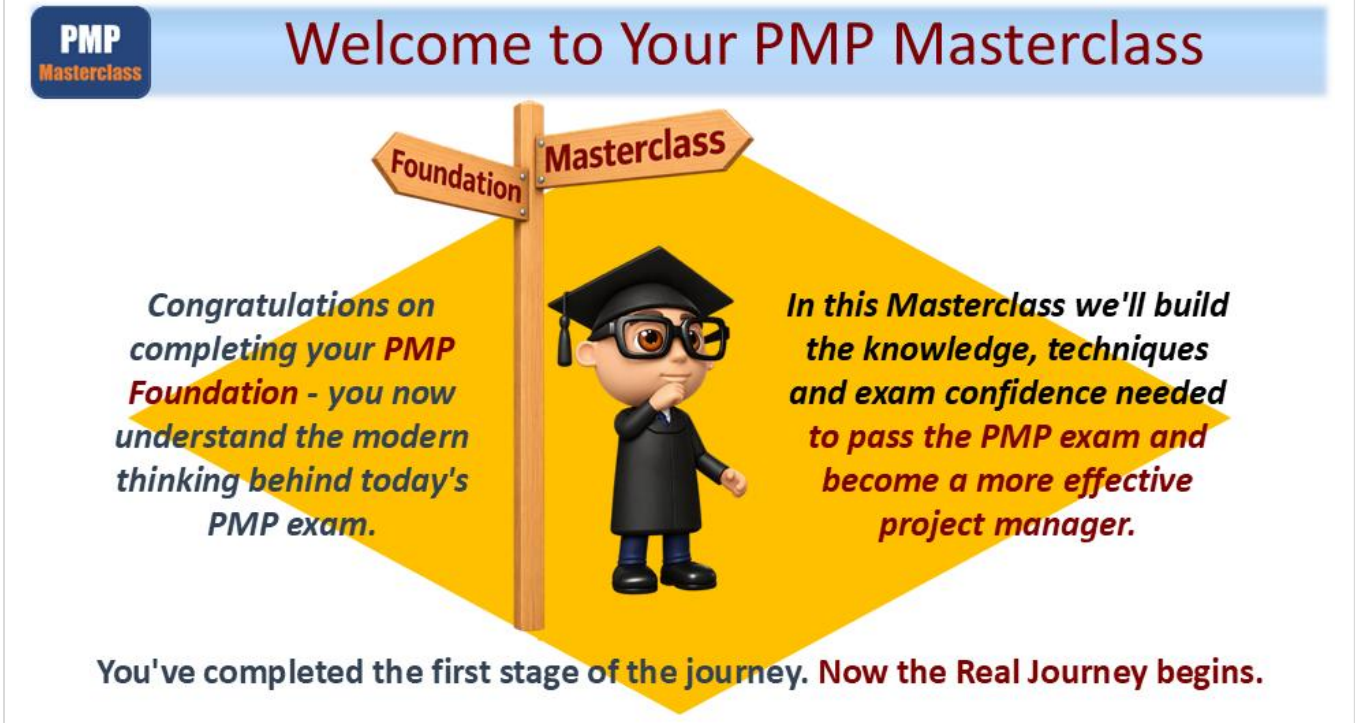
MODULE ONE

PART ONE

Understanding The PMP Exam

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The PMP Exam Has Evolved

Project management has changed significantly over recent years.

Organisations now expect project managers to deliver business value, adapt to changing circumstances and apply professional judgement rather than simply follow a process.



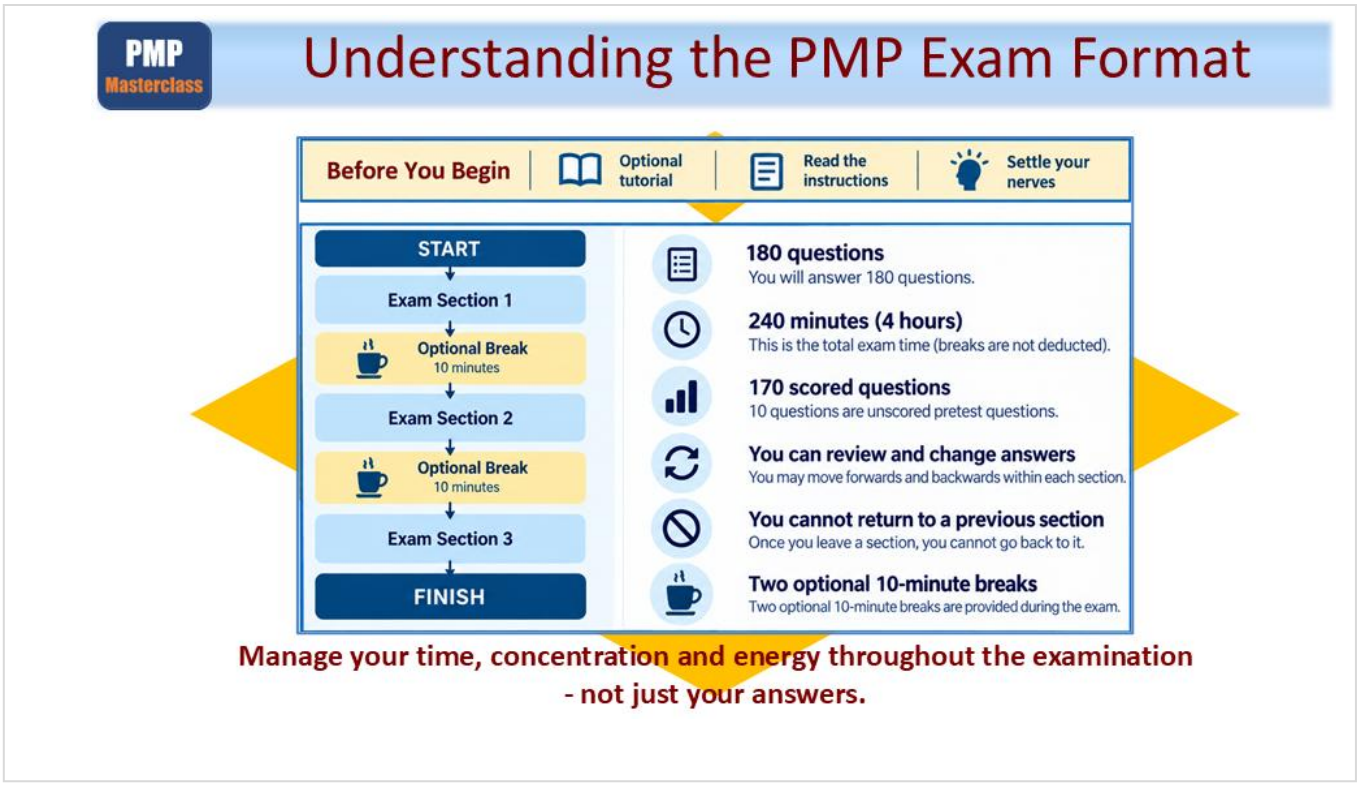
The PMP exam has evolved to reflect these expectations.

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How the PMP Exam Has Changed

- ✓ Greater focus on **business value**
- ✓ More emphasis on **professional judgement**
- ✓ Choosing the most appropriate **way of working**
- ✓ Applying knowledge to **real project situations**




PMP Masterclass
Understanding the PMP Exam Format
Before You Begin
Optional tutorial
Read the instructions
Settle your nerves
START
Exam Section 1
Optional Break
10 minutes
Exam Section 2
Optional Break
10 minutes
Exam Section 3
FINISH
180 questions
You will answer 180 questions.
240 minutes (4 hours)
This is the total exam time (breaks are not deducted).
170 scored questions
10 questions are unscored pretest questions.
You can review and change answers
You may move forwards and backwards within each section.
You cannot return to a previous section
Once you leave a section, you cannot go back to it.
Two optional 10-minute breaks
Two optional 10-minute breaks are provided during the exam.
Manage your time, concentration and energy throughout the examination - not just your answers.


PMP Masterclass
What Makes This Masterclass Different?
You're building a professional toolkit.
PROJECT MANAGEMENT
PMP®
Professional Certification
PROFESSIONAL
KNOWLEDGE
EXPERIENCE
JUDGEMENT
LEADERSHIP
AI
BUSINESS VALUE
PROJECT MANAGER TOOLKIT
Success comes from combining knowledge with professional judgement.

How to Get the Most from This Masterclass

To get the best results, study the course in the order it has been designed.

Each lesson builds on the knowledge and skills developed in the previous lessons.

Small, consistent steps build lasting expertise.

- ✓ Watch each lesson in sequence
- ✓ Pause and replay difficult topics
- ✓ Apply the concepts to your own projects
- ✓ Think like a project manager - not just an exam candidate



Why The PMP Exam Has Changed

Today's organisations expect project managers to deliver value, lead people, adapt to change and make sound professional decisions in increasingly complex environments.

- ✓ Projects are becoming more complex
- ✓ Organisations expect greater business value
- ✓ Modern ways of working continue to evolve
- ✓ Professional judgement is more important than ever

PMI updates the PMP exam to reflect the changing world and role of project management.



PMP Masterclass

What's New in The PMP Exam?

Today's PMP exam builds on proven project management principles while preparing you for the challenges of modern projects.

- ✓ Delivering business value
- ✓ Applying professional judgement
- ✓ Choosing the right way of working
- ✓ Understanding AI and emerging technologies
- ✓ Leading people through change
- ✓ Tailoring project management to each situation



The fundamentals remain the same. The emphasis has evolved.

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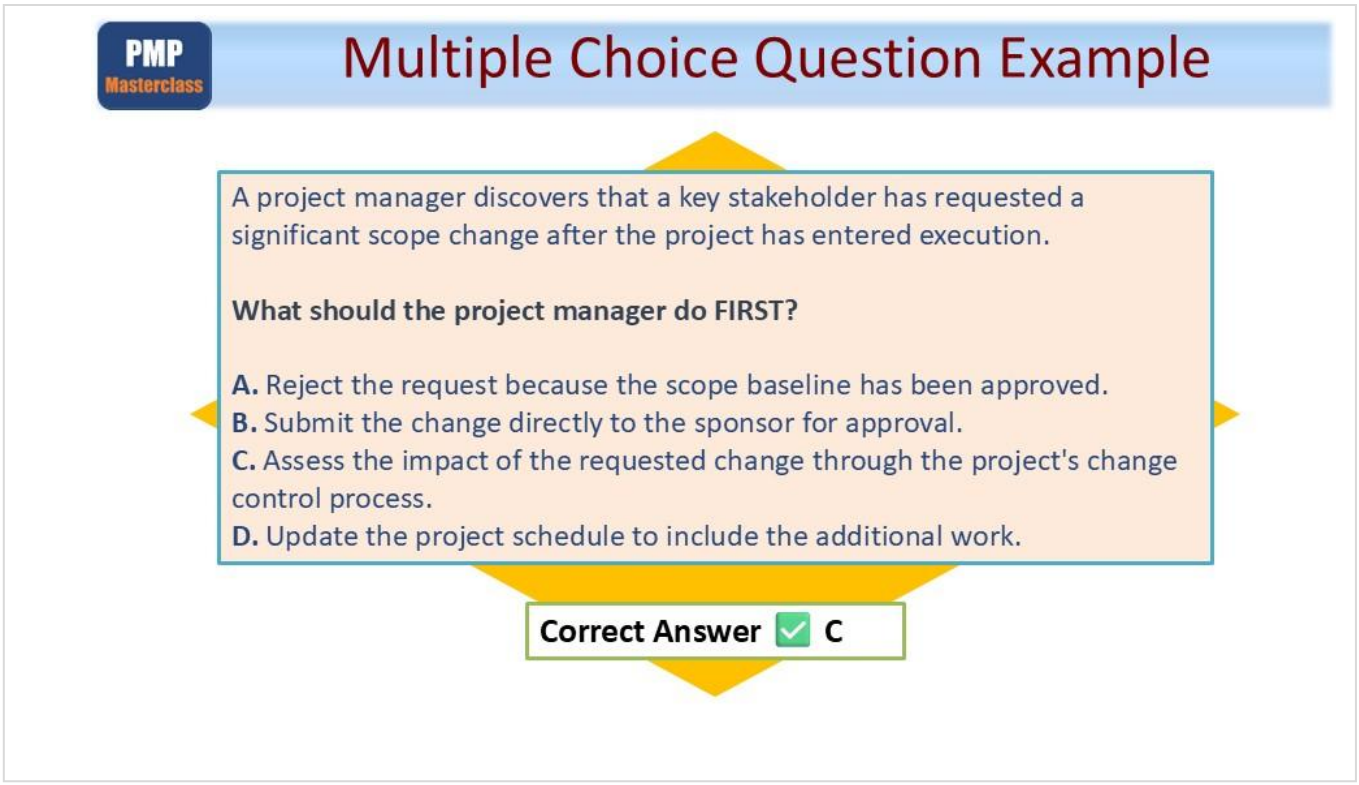
The PMP Exam Uses Many Question Styles

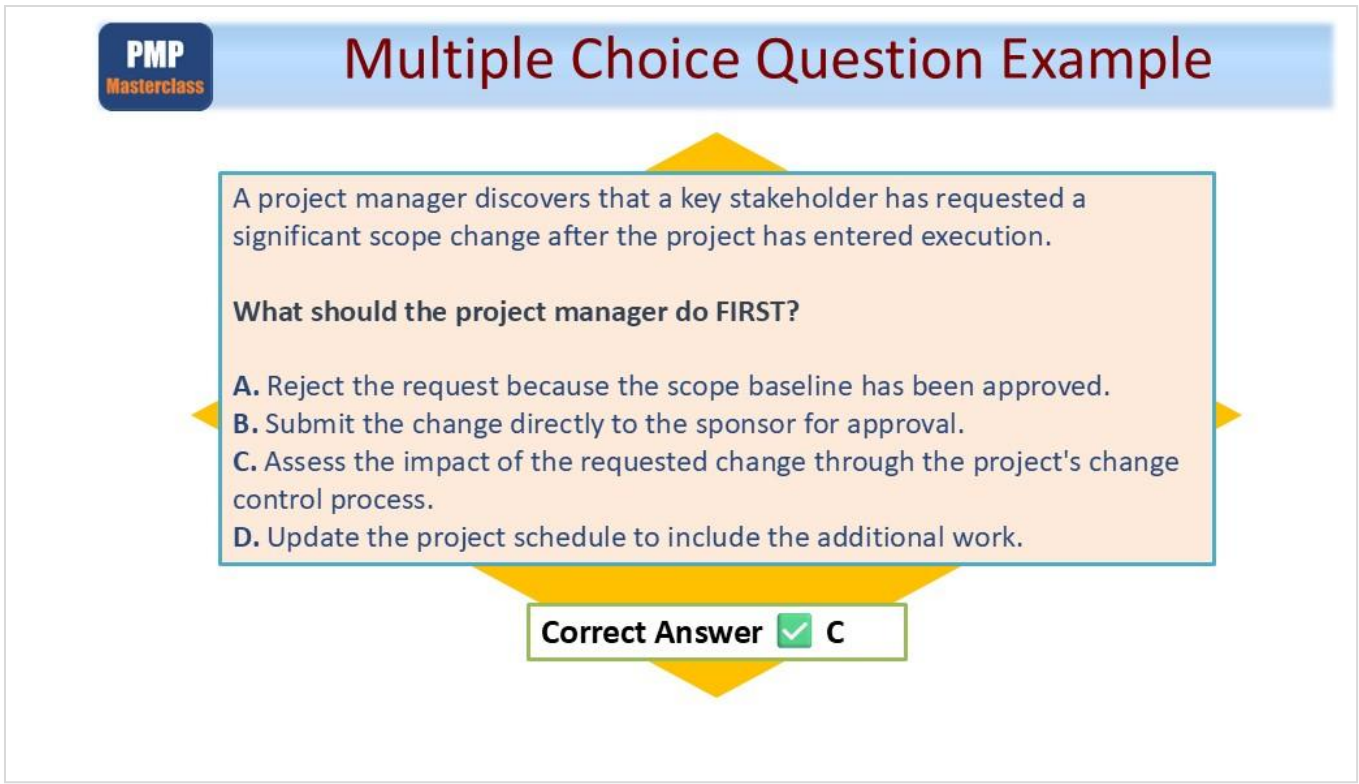
The PMP exam no longer relies mainly on traditional multiple-choice questions.

Instead, PMI uses a variety of question styles to assess your understanding and your ability to apply project management knowledge.

Success comes from understanding every question style before exam day.




PMP
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Multiple Choice Question Example
A project manager discovers that a key stakeholder has requested a significant scope change after the project has entered execution.
What should the project manager do FIRST?
A. Reject the request because the scope baseline has been approved.
B. Submit the change directly to the sponsor for approval.
C. Assess the impact of the requested change through the project's change control process.
D. Update the project schedule to include the additional work.
Correct Answer ✅ C


PMP
Masterclass
Multiple Choice Question Example
A project manager discovers that a key stakeholder has requested a significant scope change after the project has entered execution.
What should the project manager do FIRST?
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C. Assess the impact of the requested change through the project's change control process.
D. Update the project schedule to include the additional work.
Correct Answer ✅ C

Understanding The Best Answer

Correct Answer ✅ C

Assess the impact of the requested change through the project's change control process.

Rationale

The PMP exam is asking:

"What should the project manager do FIRST?"

Professional project managers do not immediately reject changes, approve them or start changing plans.

They first assess the impact using the agreed change control process.

Why the others are not best

A Too rigid. Changes are not automatically rejected.

B The sponsor does not approve changes without understanding their impact.

D Updating the schedule before approval is premature.

HOT TIPS: Look carefully for words such as FIRST, NEXT, BEST or MOST likely.

Multiple Response Question Example

A project is approaching a major release.

Which TWO actions should the project manager take to improve stakeholder engagement?

A. Reject the request because the scope baseline has been approved.

B. Submit the change directly to the sponsor for approval.

C. Assess the impact of the requested change through the project's change control process.

D. Update the project schedule to include the additional work.

- ☐ **A.** Hold regular stakeholder review meetings.
- ☐ **B.** Ignore minor stakeholder concerns until after deployment.
- ☐ **C.** Update the stakeholder engagement plan.
- ☐ **D.** Reduce communication to avoid unnecessary discussion.
- ☐ **E.** Monitor stakeholder satisfaction throughout the project.

Correct Answers ✅ A and C

Understanding The Best Answer

Rationale

Correct Answers ✅ A and **C**

The question asks you to select TWO answers.
Regular review meetings improve communication, while updating the stakeholder engagement plan ensures engagement activities remain appropriate throughout the project.
Together these actions actively improve stakeholder engagement.

Why the others are not best

B Ignoring stakeholder concerns usually increases project risk.
D Reducing communication rarely improves engagement.
E Monitoring satisfaction is good practice, but it measures engagement rather than actively improving it.

HOT TIPS

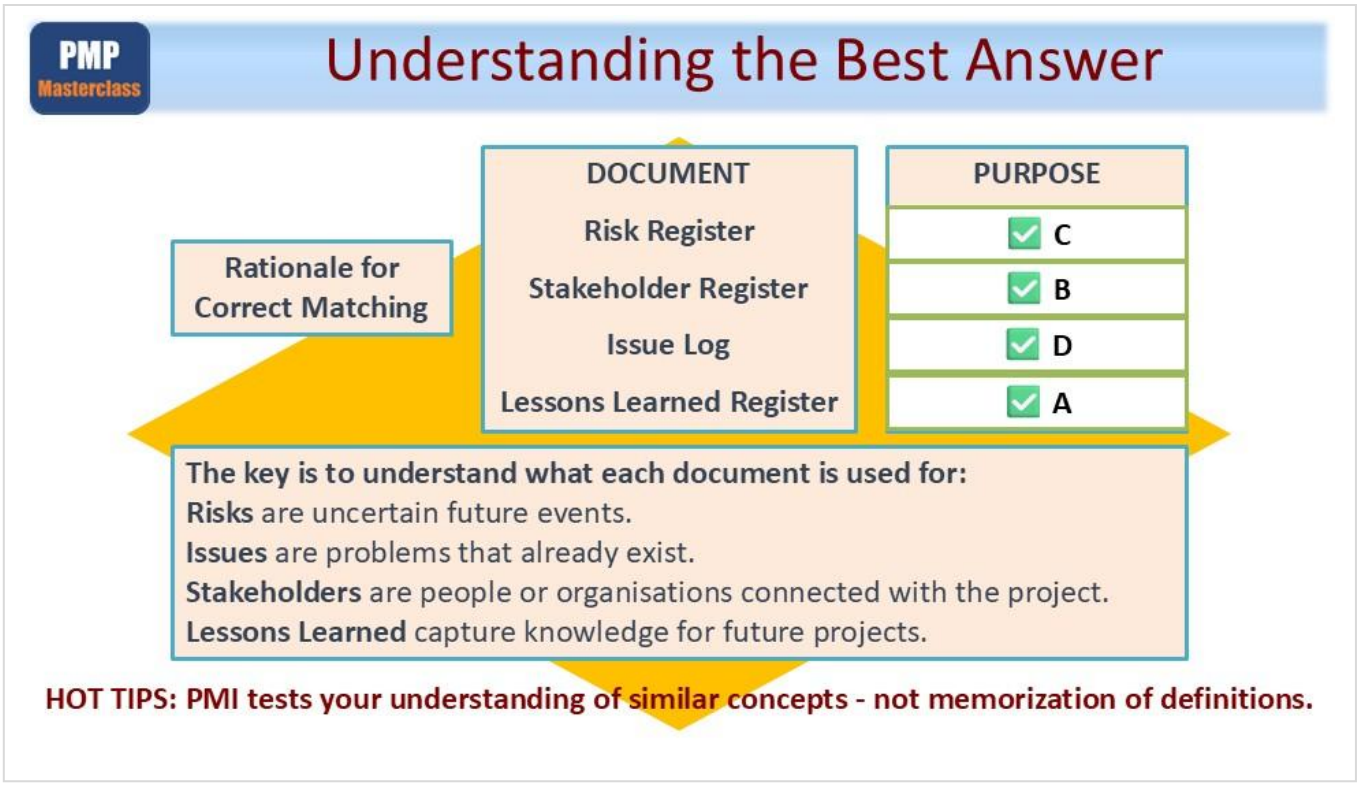
Read every option carefully. Don't stop after finding one correct answer.

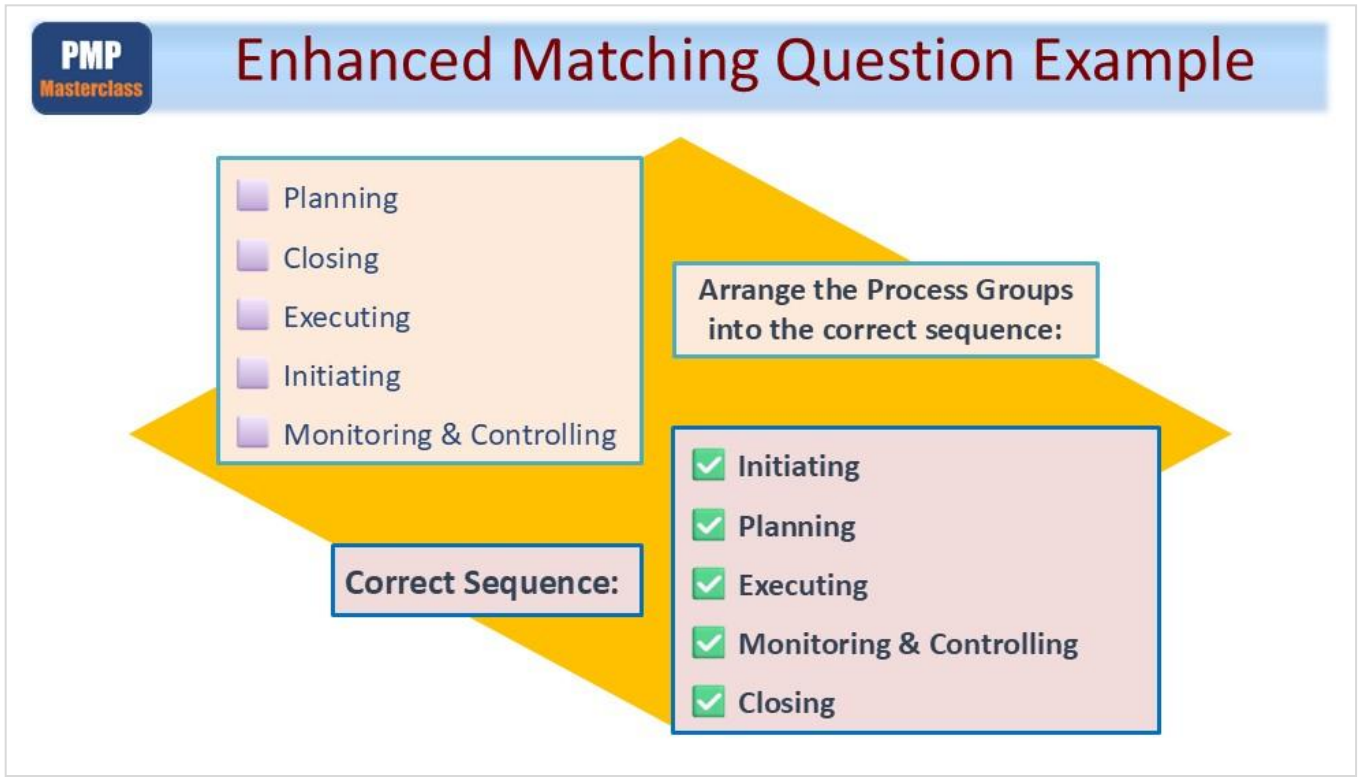
Matching Questions Example

Match each project document to its primary purpose

DOCUMENT	PURPOSE
Risk Register	?
Stakeholder Register	?
Issue Log	?
Lessons Learned Register	?

☐ **A.** Captures knowledge and experiences to improve future projects
☐ **B.** Records information about individuals, groups and organizations that may affect or be affected by the project
☐ **C.** Maintain details of uncertain events that may have a positive or negative impact on project objectives.
☐ **D.** Tracks problems that have already occurred and require investigation or resolution


PMP Masterclass
Understanding the Best Answer
DOCUMENT
Risk Register
Stakeholder Register
Issue Log
Lessons Learned Register
PURPOSE
C
B
D
A
Rationale for Correct Matching
The key is to understand what each document is used for:
Risks are uncertain future events.
Issues are problems that already exist.
Stakeholders are people or organisations connected with the project.
Lessons Learned capture knowledge for future projects.
HOT TIPS: PMI tests your understanding of similar concepts - not memorization of definitions.


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Enhanced Matching Question Example
Planning
Closing
Executing
Initiating
Monitoring & Controlling
Arrange the Process Groups into the correct sequence:
Correct Sequence:
Initiating
Planning
Executing
Monitoring & Controlling
Closing

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Understanding the Best Answer

Rationale

Although Monitoring & Controlling occurs throughout the project, PMI represents the overall project life cycle using this sequence.



Why common mistakes occur

Many candidates place Monitoring & Controlling at the end because they think it is a separate phase, but it happens continuously throughout project delivery.

HOT TIP: Think about the project flow - not simply the order of the words.

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Hotspot Question Example

A Power/Interest Grid is shown below.

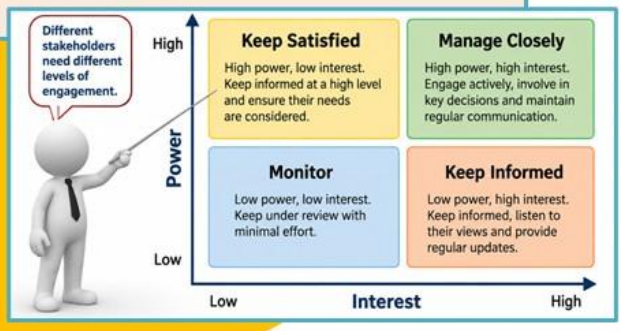
A stakeholder has significant authority to influence project decisions and is actively interested in the project's outcome. Click on the quadrant where this stakeholder should be managed.

Rationale

The PMP exam is asking: "Which stakeholders require the greatest level of engagement?"

Correct Answer

✅ **Manage Closely**



High Power and High Interest stakeholders can influence project success, so managed closely with regular communication, active involvement and timely decision-making.

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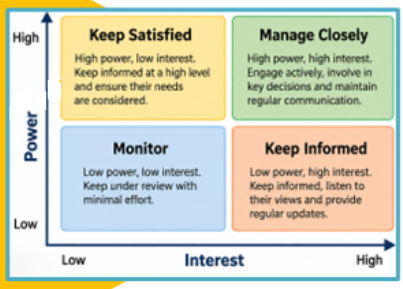
Understanding the Best Answer

Why the others are not best

Keep Satisfied: These stakeholders have High Power but Low Interest. Keep them satisfied, but they do not require the same level of day-to-day involvement.

Keep Informed: These stakeholders have Low Power but High Interest. They appreciate regular updates but usually have limited influence over project decisions.

Monitor: These stakeholders have Low Power and Low Interest. They require only occasional communication unless their level of influence or interest changes.



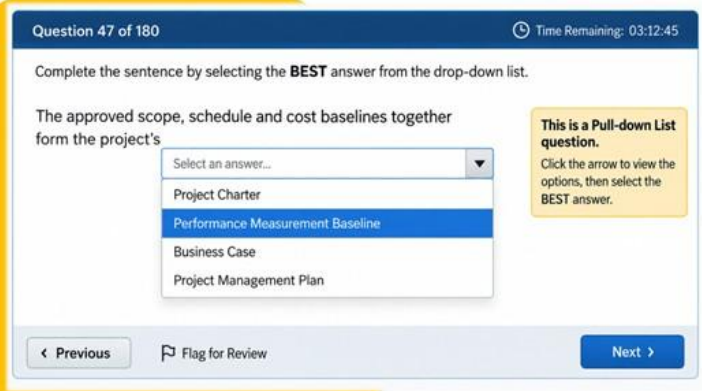
HOT TIPS: Study the diagram carefully before clicking. PMI often tests if you understand the diagram meaning, not just whether you recognize its name.

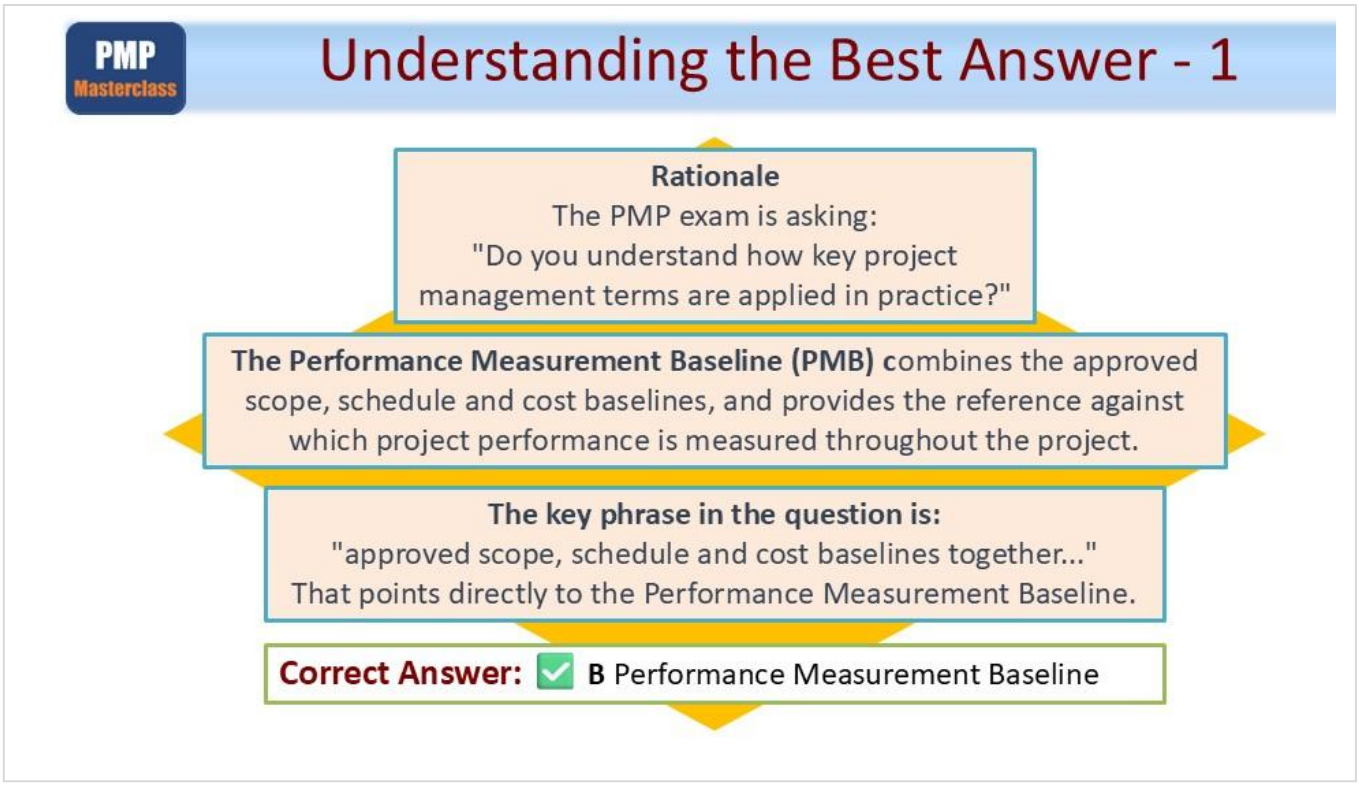
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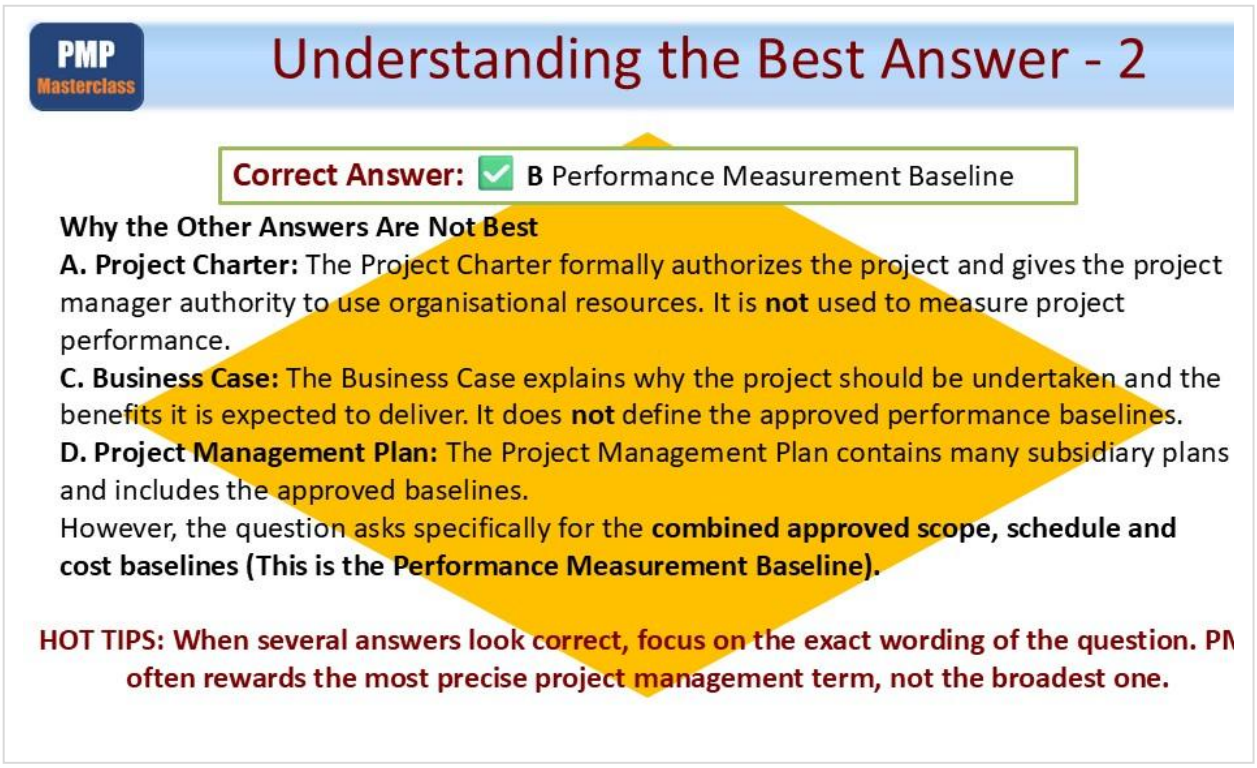
Pull-down List Question Example

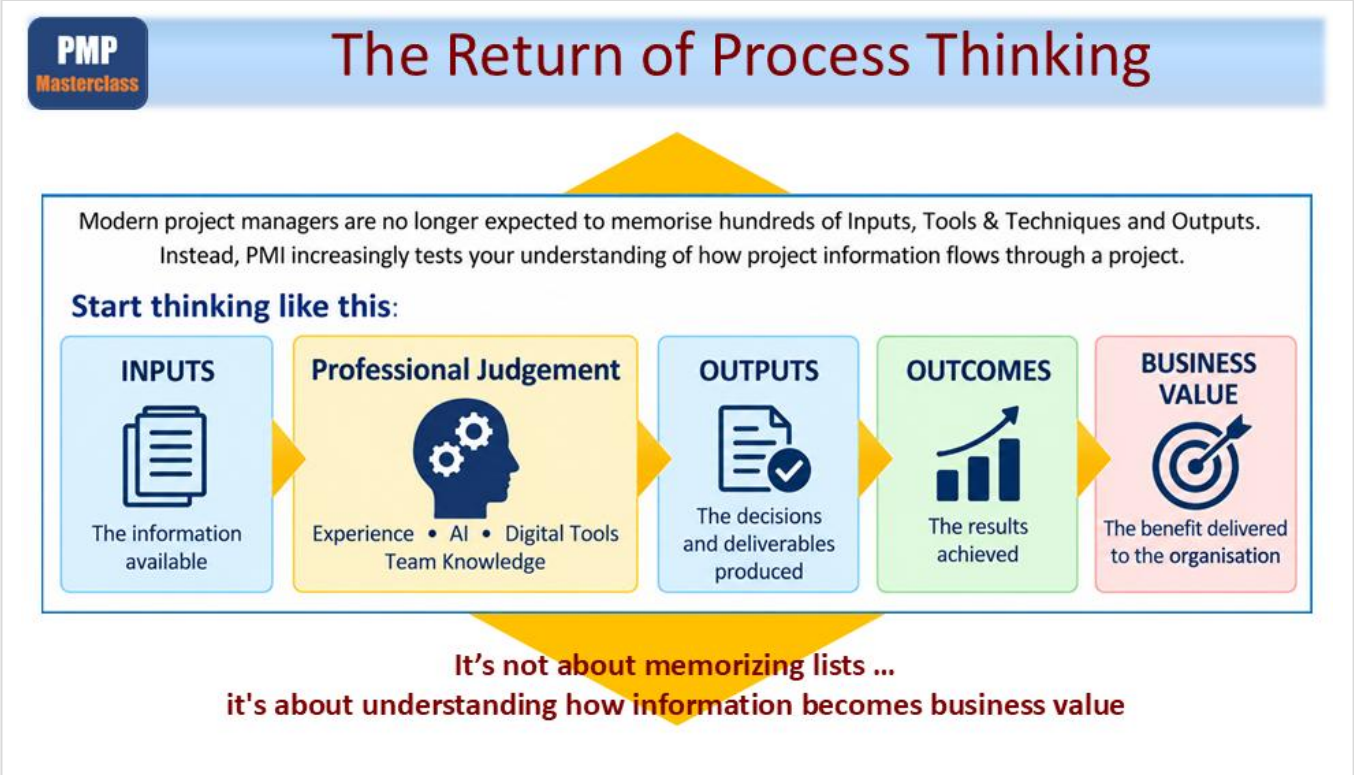
For example:

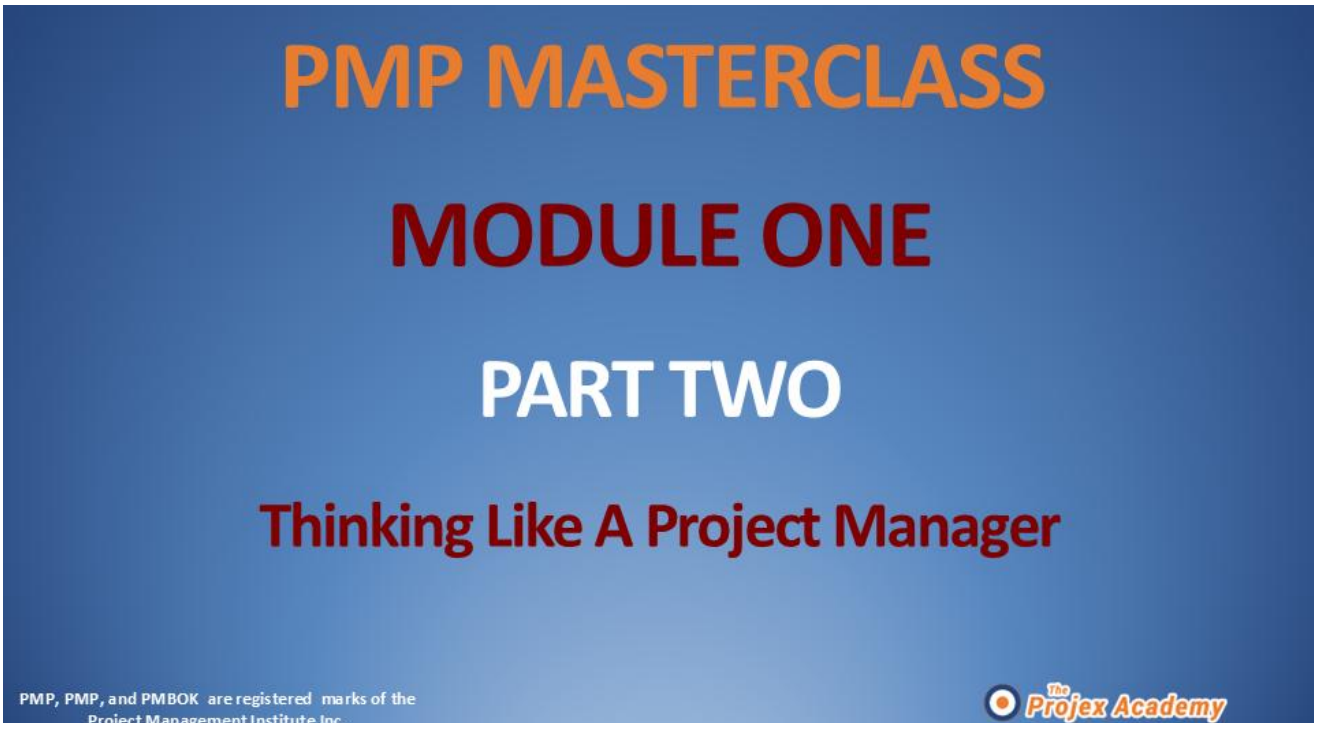
For this question type, the student selects from a drop-down list.

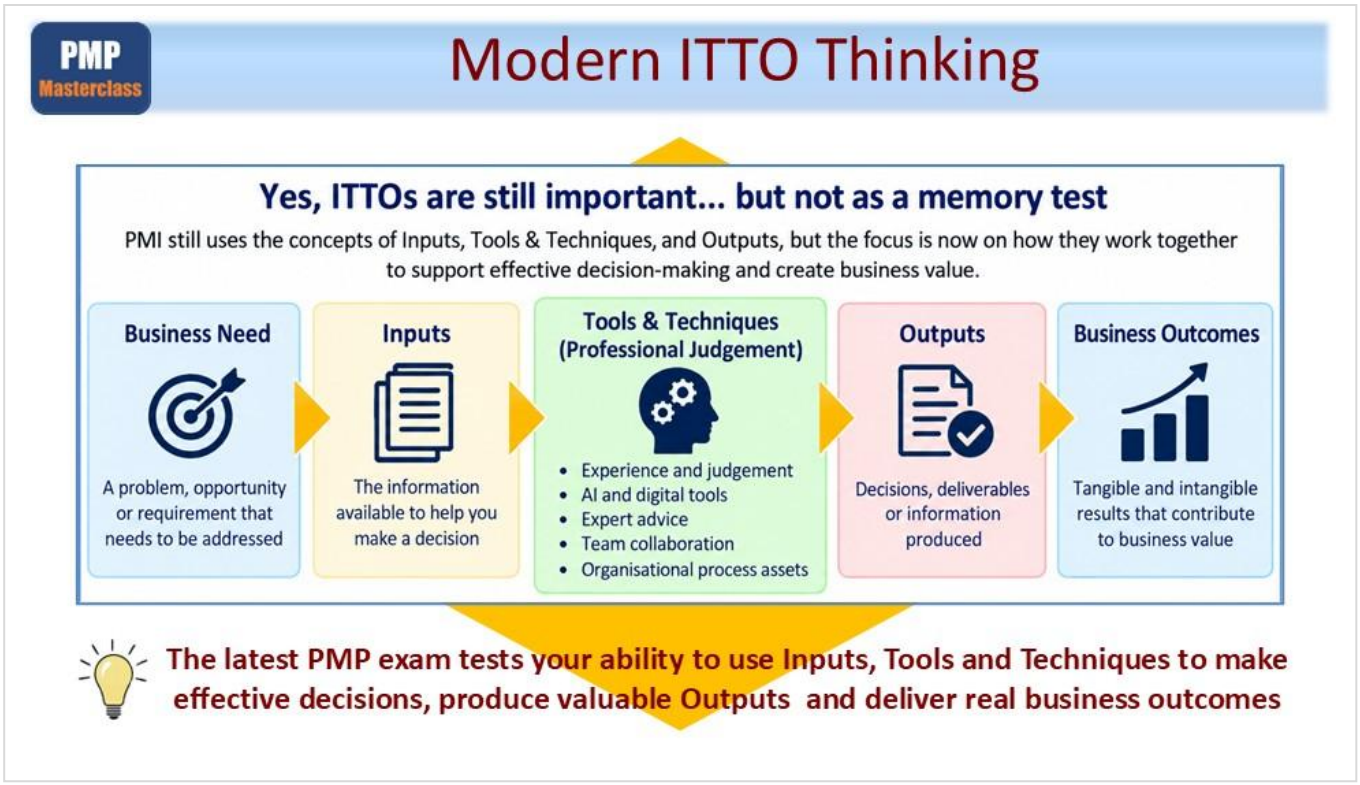


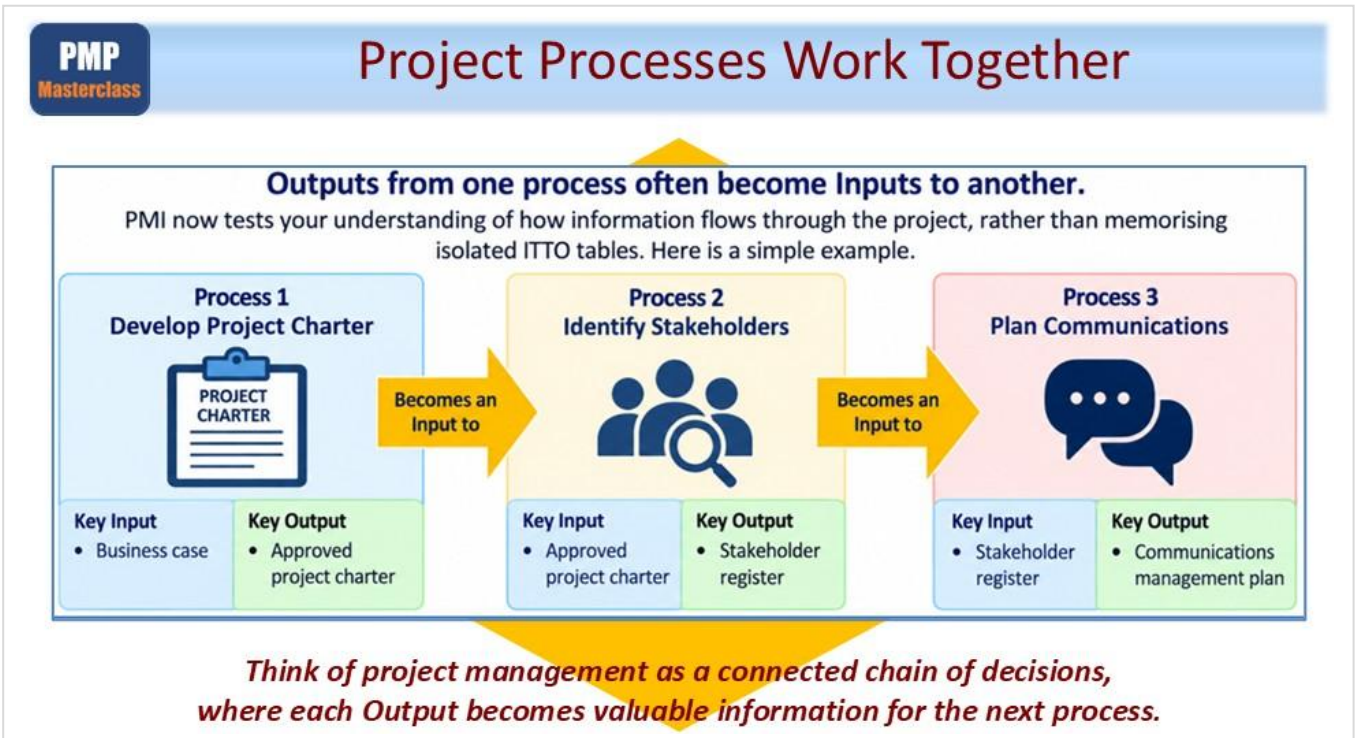

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Understanding the Best Answer - 1
Rationale
The PMP exam is asking:
"Do you understand how key project management terms are applied in practice?"
The Performance Measurement Baseline (PMB) combines the approved scope, schedule and cost baselines, and provides the reference against which project performance is measured throughout the project.
The key phrase in the question is:
"approved scope, schedule and cost baselines together..."
That points directly to the Performance Measurement Baseline.
Correct Answer: B Performance Measurement Baseline

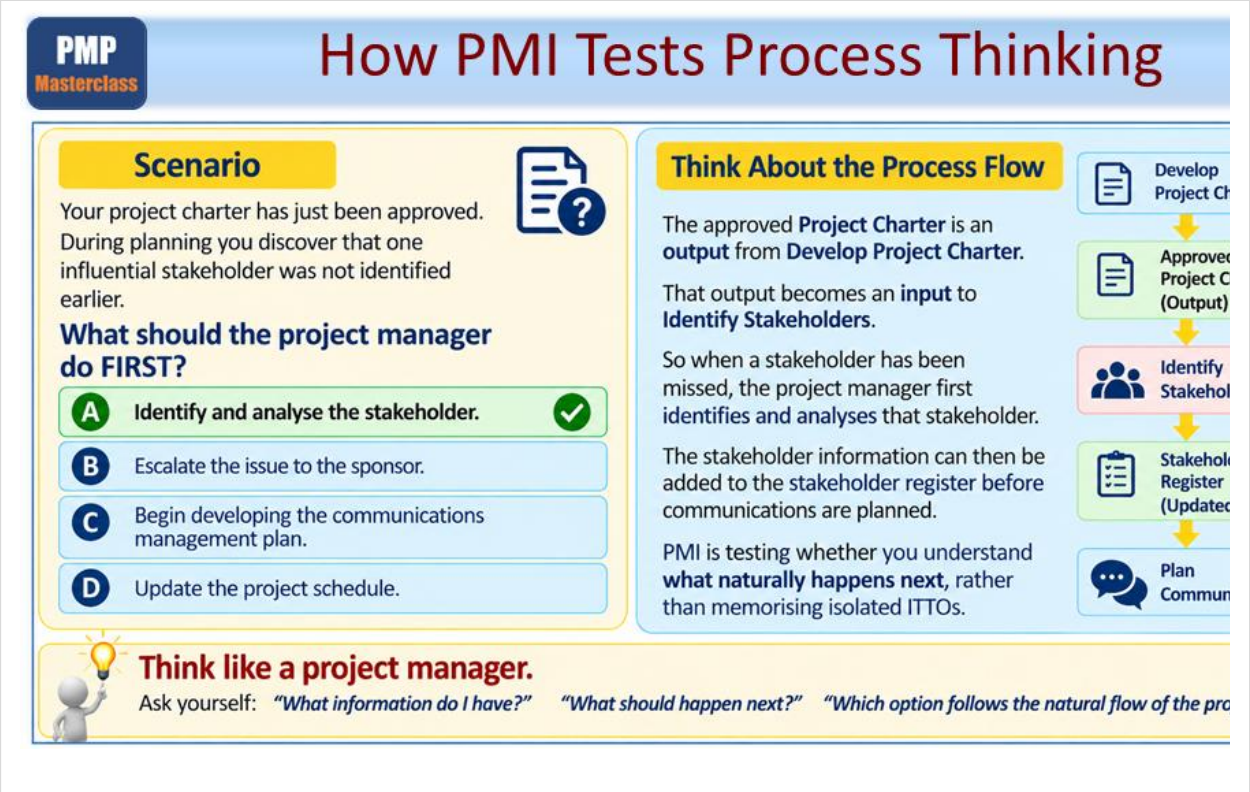

PMP Masterclass
Understanding the Best Answer - 2
Correct Answer: B Performance Measurement Baseline
Why the Other Answers Are Not Best
A. Project Charter: The Project Charter formally authorizes the project and gives the project manager authority to use organisational resources. It is not used to measure project performance.
C. Business Case: The Business Case explains why the project should be undertaken and the benefits it is expected to deliver. It does not define the approved performance baselines.
D. Project Management Plan: The Project Management Plan contains many subsidiary plans and includes the approved baselines.
However, the question asks specifically for the combined approved scope, schedule and cost baselines (This is the Performance Measurement Baseline).
HOT TIPS: When several answers look correct, focus on the exact wording of the question. PM
often rewards the most precise project management term, not the broadest one.

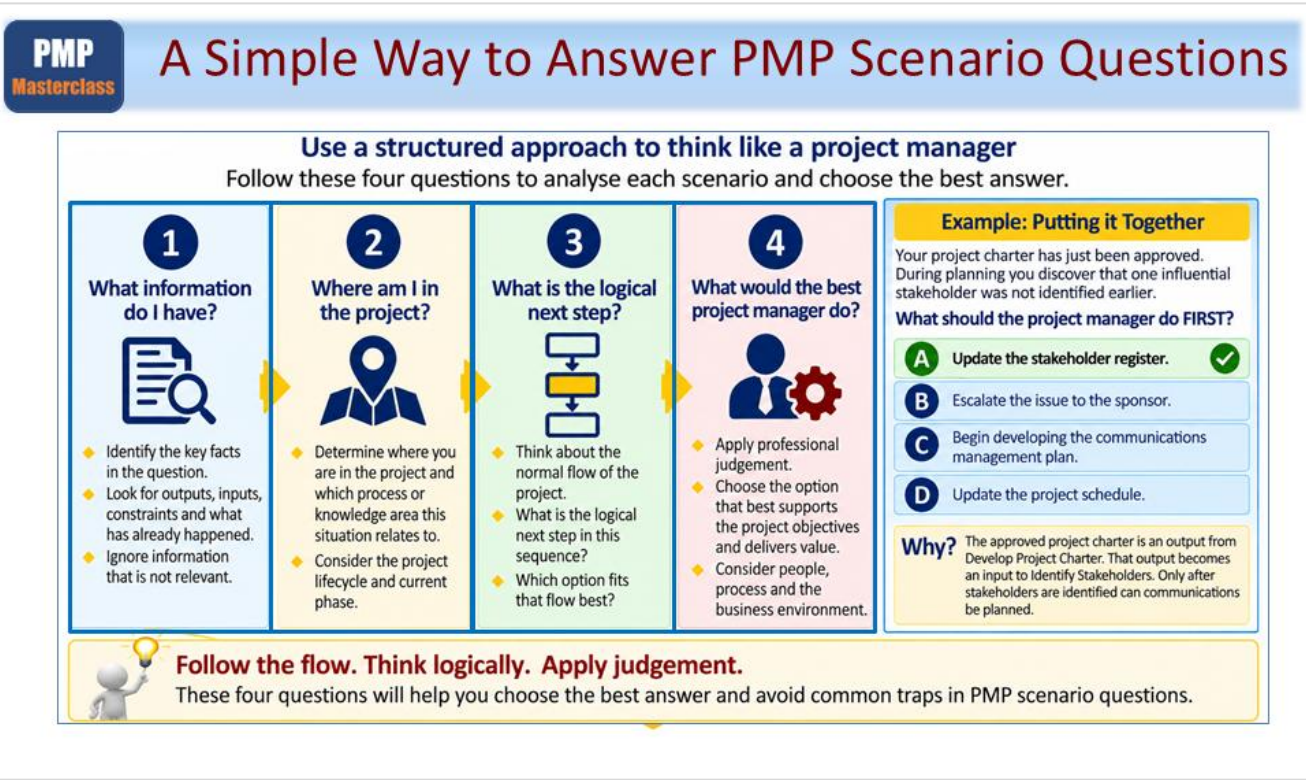

PMP Masterclass
The Return of Process Thinking
Modern project managers are no longer expected to memorise hundreds of Inputs, Tools & Techniques and Outputs.
Instead, PMI increasingly tests your understanding of how project information flows through a project.
Start thinking like this:
INPUTS
The information available
Professional Judgement
Experience • AI • Digital Tools
Team Knowledge
OUTPUTS
The decisions and deliverables produced
OUTCOMES
The results achieved
BUSINESS VALUE
The benefit delivered to the organisation
It's not about memorizing lists ...
it's about understanding how information becomes business value

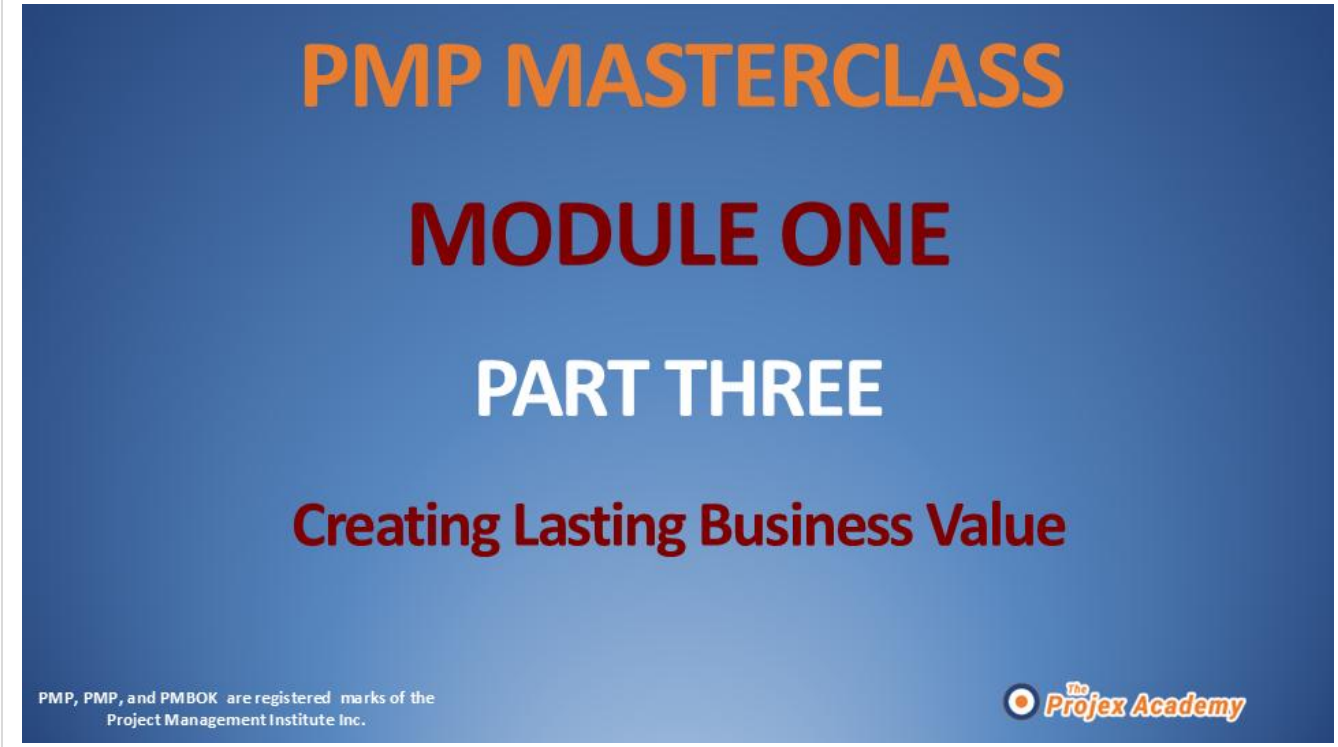

PMP MASTERCLASS
MODULE ONE
PART TWO
Thinking Like A Project Manager
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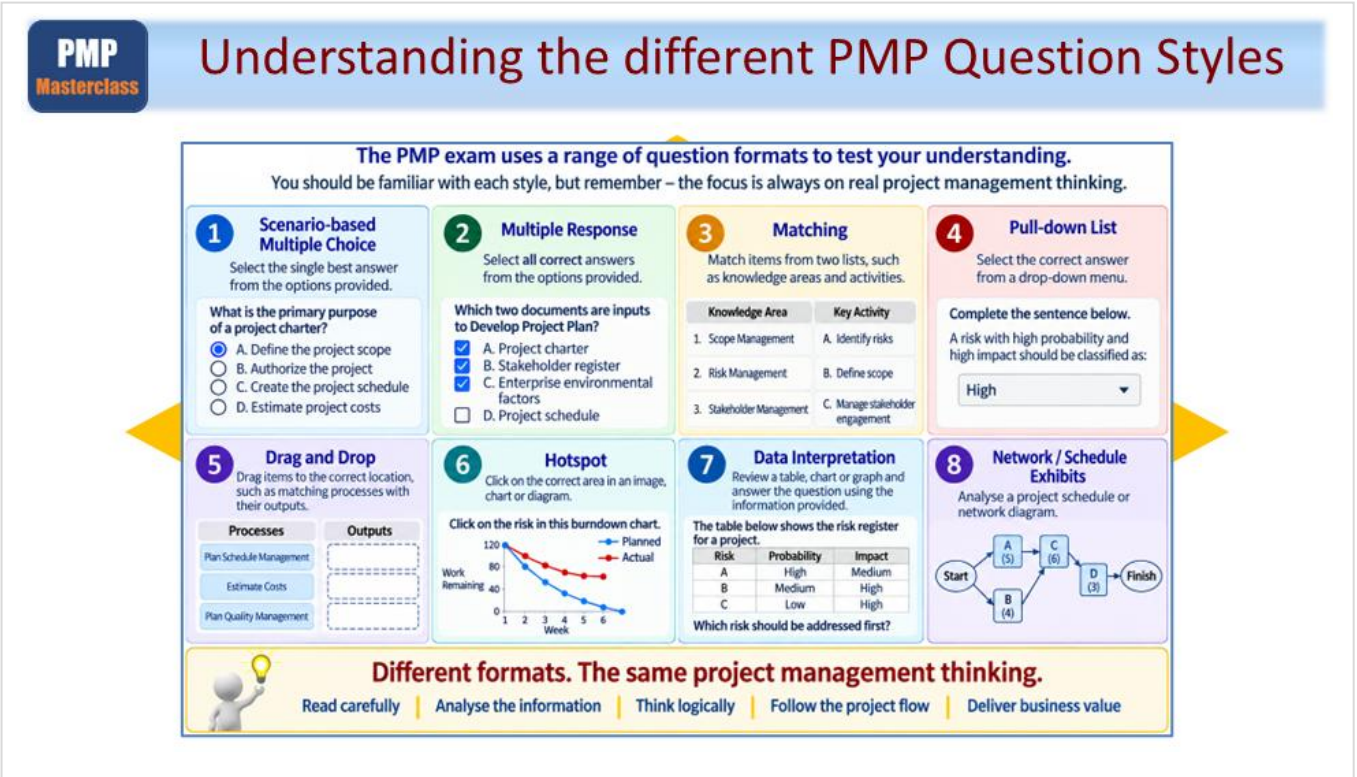

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Modern ITTO Thinking
Yes, ITTOs are still important... but not as a memory test
PMI still uses the concepts of Inputs, Tools & Techniques, and Outputs, but the focus is now on how they work together to support effective decision-making and create business value.
Business Need
A problem, opportunity or requirement that needs to be addressed
Inputs
The information available to help you make a decision
Tools & Techniques (Professional Judgement)
Experience and judgement
AI and digital tools
Expert advice
Team collaboration
Organisational process assets
Outputs
Decisions, deliverables or information produced
Business Outcomes
Tangible and intangible results that contribute to business value
The latest PMP exam tests your ability to use Inputs, Tools and Techniques to make effective decisions, produce valuable Outputs and deliver real business outcomes


PMP Masterclass
Project Processes Work Together
Outputs from one process often become Inputs to another.
PMI now tests your understanding of how information flows through the project, rather than memorising isolated ITTO tables. Here is a simple example.
Process 1
Develop Project Charter
PROJECT CHARTER
Key Input
Business case
Key Output
Approved project charter
Becomes an Input to
Process 2
Identify Stakeholders
Key Input
Approved project charter
Key Output
Stakeholder register
Becomes an Input to
Process 3
Plan Communications
Key Input
Stakeholder register
Key Output
Communications management plan
Think of project management as a connected chain of decisions, where each Output becomes valuable information for the next process.


PMP
Masterclass
How PMI Tests Process Thinking
Scenario
Your project charter has just been approved. During planning you discover that one influential stakeholder was not identified earlier.
What should the project manager do FIRST?
A Identify and analyse the stakeholder.
B Escalate the issue to the sponsor.
C Begin developing the communications management plan.
D Update the project schedule.
Think About the Process Flow
The approved Project Charter is an output from Develop Project Charter.
That output becomes an input to Identify Stakeholders.
So when a stakeholder has been missed, the project manager first identifies and analyses that stakeholder.
The stakeholder information can then be added to the stakeholder register before communications are planned.
PMI is testing whether you understand what naturally happens next, rather than memorising isolated ITTOs.
Develop Project Ch
Approved Project C (Output)
Identify Stakehol
Stakehol Register (Updated
Plan Commun
Think like a project manager.
Ask yourself: "What information do I have?" "What should happen next?" "Which option follows the natural flow of the pro


PMP
Masterclass
A Simple Way to Answer PMP Scenario Questions
Use a structured approach to think like a project manager
Follow these four questions to analyse each scenario and choose the best answer.
1 What information do I have?
Identify the key facts in the question.
Look for outputs, inputs, constraints and what has already happened.
Ignore information that is not relevant.
2 Where am I in the project?
Determine where you are in the project and which process or knowledge area this situation relates to.
Consider the project lifecycle and current phase.
3 What is the logical next step?
Think about the normal flow of the project.
What is the logical next step in this sequence?
Which option fits that flow best?
4 What would the best project manager do?
Apply professional judgement.
Choose the option that best supports the project objectives and delivers value.
Consider people, process and the business environment.
Example: Putting it Together
Your project charter has just been approved. During planning you discover that one influential stakeholder was not identified earlier.
What should the project manager do FIRST?
A Update the stakeholder register.
B Escalate the issue to the sponsor.
C Begin developing the communications management plan.
D Update the project schedule.
Why? The approved project charter is an output from Develop Project Charter. That output becomes an input to Identify Stakeholders. Only after stakeholders are identified can communications be planned.
Follow the flow. Think logically. Apply judgement.
These four questions will help you choose the best answer and avoid common traps in PMP scenario questions.


PMP MASTERCLASS
MODULE ONE
PART THREE
Creating Lasting Business Value
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PMP Masterclass
Understanding the different PMP Question Styles
The PMP exam uses a range of question formats to test your understanding.
You should be familiar with each style, but remember – the focus is always on real project management thinking.
1 Scenario-based Multiple Choice
Select the single best answer from the options provided.
What is the primary purpose of a project charter?
A. Define the project scope
B. Authorize the project
C. Create the project schedule
D. Estimate project costs
2 Multiple Response
Select all correct answers from the options provided.
Which two documents are inputs to Develop Project Plan?
A. Project charter
B. Stakeholder register
C. Enterprise environmental factors
D. Project schedule
3 Matching
Match items from two lists, such as knowledge areas and activities.
Knowledge Area
Key Activity
1. Scope Management
2. Risk Management
3. Stakeholder Management
A. Identify risks
B. Define scope
C. Manage stakeholder engagement
4 Pull-down List
Select the correct answer from a drop-down menu.
Complete the sentence below.
A risk with high probability and high impact should be classified as:
High
5 Drag and Drop
Drag items to the correct location, such as matching processes with their outputs.
Processes
Outputs
Plan Schedule Management
Estimate Costs
Plan Quality Management
6 Hotspot
Click on the correct area in an image, chart or diagram.
Click on the risk in this burndown chart.
Planned
Actual
Work Remaining
Week
7 Data Interpretation
Review a table, chart or graph and answer the question using the information provided.
The table below shows the risk register for a project.
Risk
Probability
Impact
A
High
Medium
B
Medium
High
C
Low
High
Which risk should be addressed first?
8 Network / Schedule Exhibits
Analyse a project schedule or network diagram.
Start
A (5)
B (4)
C (6)
D (3)
Finish
Different formats. The same project management thinking.
Read carefully | Analyse the information | Think logically | Follow the project flow | Deliver business value


PMP Masterclass
Benefits Management: The Project Isn't Finished Yet
Delivering the project is important, but it's only part of the story.
The real measure of success is whether the expected benefits are realised and generate business value.
Business Need
Why are we doing this project?
Address a business opportunity or problem.
Aligned to organisational strategy.
Defines the expected benefits.
Project Delivery
Deliver the agreed outputs.
Deliver the agreed scope and outputs.
Meet quality, time and cost targets.
Handover to operations or the customer.
Expected Benefits
What benefits do we expect?
Defined in the business case.
Tangible and intangible benefits.
Linked to strategic objectives.
Measure & Track
Are the benefits being achieved?
Set clear benefit measures (KPIs).
Monitor and track progress.
Take corrective action if needed.
Realised Business Value
Deliver lasting value to the organisation.
Benefits are realised and sustained.
Supports organisational growth and performance.
The project has delivered real business value.
Project deliverables may finish the project... but realised benefits are where the real business value begins.
Benefits management ensures the project delivers the outcomes that matter, not just outputs.


PMP Masterclass
Every Project Makes the Next One Better
Modern project managers don't simply complete projects — they improve the way projects are delivered in the future.
Lessons Learned
PROJECT 1
Capture what worked well and what didn't
Implement improvements
PROJECT 2
Deliver better performance
Higher value
Less waste
Better quality
Faster delivery
PROJECT 3
Achieve greater business value
Project managers should:
Capture lessons learned throughout the project – not only at the end
Identify successful practices worth repeating
Record mistakes so they are not repeated
Share knowledge across teams and the organisation
Support continuous improvement using data, feedback and measurable outcomes
PMI increasingly expects project managers to contribute to organisational learning and continuous improvement, not simply deliver individual projects.
The real success of a project isn't just what it delivers today.
it's how much better it enables every project that follows.