

PMP Handbook ONE



PMBOK Foundation

David Geoffrey Litten
PMP Masterclass

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Welcome to Projex Academy's PMP Masterclass (Based on *The PMBOK Guide – 7th Edition - 2021*)

Our PMP Masterclass has been fully upgraded to include the latest PMI changes in March 2021. 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 PMBOK® Guide* 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 28 video-based Modules accompanied by 18 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 our Exam Simulator questions and answers. Any incorrect answers will give you a guide as to which module lesson material you need to review again. We have also added a PMP Agile Quiz consisting of typical PMP Agile Questions, Answers, and Rationale.

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

5. Take the Quizzes over several sittings. Each time you get stuck, review the relevant video module for a second time and take notes where provided if you wish.

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

Dave Litten

PMP MASTERCLASS

MODULE ONE

LESSON ONE

The *PMBOK GUIDE*® and the PMI® PMP EXAM

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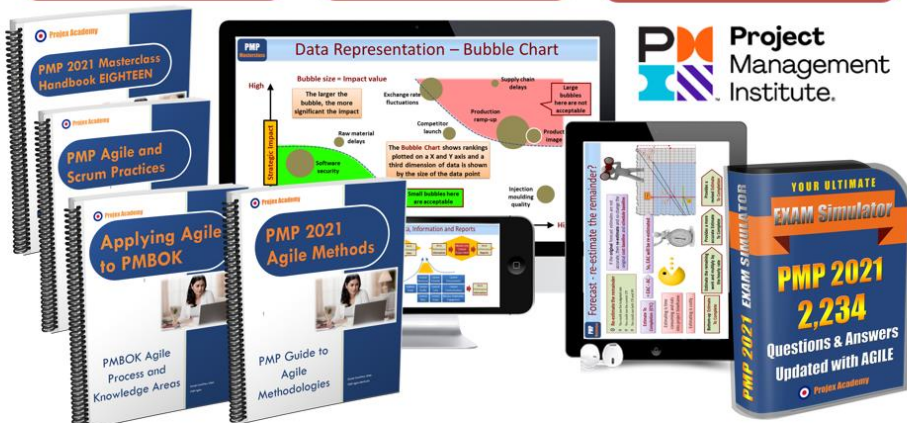
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Welcome to Our PMP® Masterclass

Comprehensive
Video Library

Module Slide Set
Handbooks

Prepare in your own
time and place!



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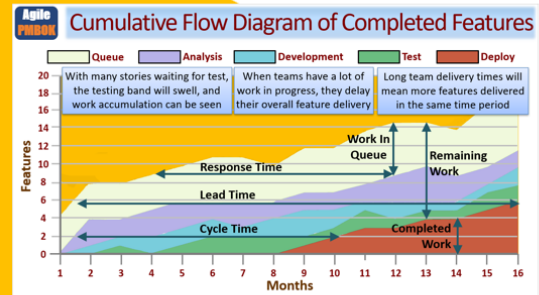
2021 PMP Exam Changes

Unlike the previous **PMP** exams, the **2021** update includes **agile and hybrid** approaches as well as predictive project management

One important source of information is the **PMP Examination Content Outline (ECO)**, which lists a series of tasks that are mapped to three different domains and **all** exam questions will come from these tasks and domains

The **ECO** describes roles and activities that a project manager should be doing on a project

Our Projex Academy **PMP masterclass** will be more than sufficient for you to pass your **PMP** on first try



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PMP Masterclass Structure - 1



DIRECT, MANAGE & CONTROL WORK



PMP Masterclass Structure - 2

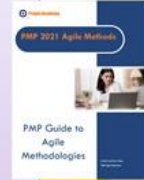
The Agile Practice Guide

Agile manifesto and values
Agile principles
Agile PM mindset
Agile terminology
Common Agile practices
Common Scrum practices
The agile organisation
Characteristics of project life cycles
Predictive and iteratively cycles
Blended life cycles
Life cycle tailoring factors
The project management office (PMO)
Agile tailoring
Troubleshooting agile



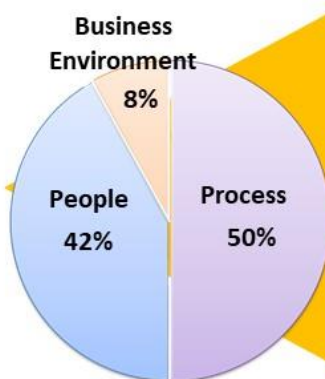
PMP Agile Methods

DEVOPS and SDLC
Extreme Programming (XP)
Crystal Methods and Feature Driven Development
Dynamic Systems Development Method (DSDM)
Agile Up and SAFe®
Disciplined Agile and LeSS
Lean and Lean Principles
Kanban Principles and Lifecycle
Kanban and Scrum
The Six Sigma Methodology
The Agile Radar Chart



The PMP Examination Content Domains

In the exam after January 2021, there will be **180 questions** that need to be completed in **230 minutes**, instead of 200 questions in 240 minutes

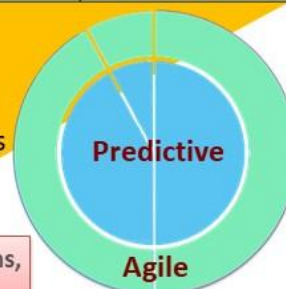


The THREE Domains

Domain	Percentage items on Test	Number of Questions
I. People	42%	74
I. Process	50%	86
III. Business Environment	8%	14
	100%	175

Half of the examination will be about **predictive** methodologies and the other half about **agile and hybrid** methodologies

180 questions (175 = scored questions, 5= Unscored (pretest) questions)

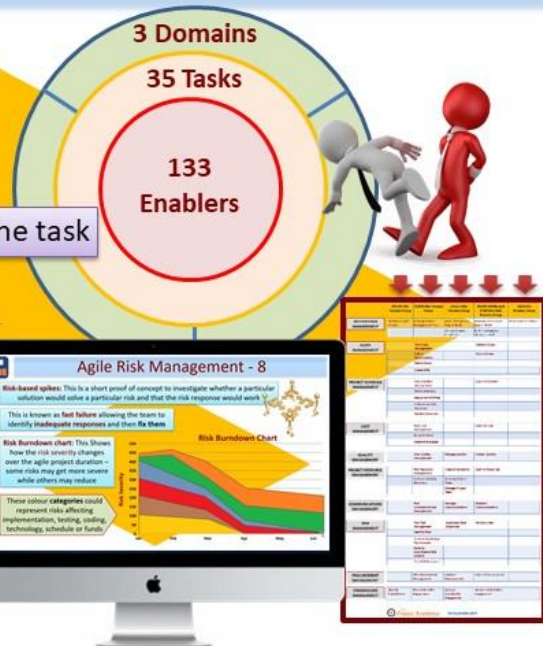


Domains, Tasks and Enablers

3 Domains, each made up of a number of...

Tasks – things you need to do within the domains, each with a set of...

Enablers – the actions that enable you to do the task



Domain II Process—50%	
Task 1	Execute project with the urgency required to deliver business value - Assess opportunities to deliver value incrementally - Examine the business value throughout the project - Support the team to subdivide project tasks as necessary to find the minimum viable product
Task 2	Manage communications - Analyze communication needs of all stakeholders - Determine communication methods, channels, frequency, and level of detail - Communicate project information and updates effectively - Confirm communication is understood and feedback is received
Task 3	Assess and manage risks Determine risk management options



The Talent Triangle

The **Talent Triangle** covers the skills every **project manager** needs - as your mastery of them will affect **project outcomes**

There are **three areas**, **technical project management skills**, **leadership skills** and **a strategic and business management skills**

PMBOK Chapter 3 is devoted to “**The Role of the Project Manager**”

The role of the **Project Manager** has the focus on **leading projects effectively**

“**Manage Project Knowledge**” process



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The PMI Requirements

Educational Background	Project Management Experience
Secondary degree (high school diploma, associate's degree or global equivalent)	Minimum five years/60 months unique non-overlapping professional project management experience
OR	
Four-year degree (bachelor's degree or global equivalent)	Minimum three years/36 months unique non-overlapping professional project management experience
OR	
Bachelor's or post-graduate degree from a GAC accredited program * (bachelor's degree or master's or global equivalent)	Minimum two years/24 months unique non-overlapping professional project management experience

PMP EXAM COST:
PMI Members: \$405
Non-members: \$555



In the exam after January 2021, there will be **180 questions** that need to be completed in **230 minutes**, instead of 200 questions in 240 minutes

The new exam also has **two 10-minute breaks** at **60 and 120-question interval**. However, you will not be able to go back once you complete one section


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The PMP Process Areas - 1

Process Domain Area

If you investigate the tasks in the new **Exam Content Outline (ECO)**, all the 10 knowledge areas will still be covered by the new exam. All the processes and ITTO within the 10 knowledge areas will remain the same

Business Environment Domain Area
Tasks include:

- Plan and manage project compliance
- Evaluate and address external business environment changes for impact on the scope
- Support organizational change
- Evaluate and deliver project benefits and value



The environment domain area will only account for **8% of the exam**. The project manager will be expected to manage the project in a **changing business environment**

The PMP Process Areas - 2

People Domain Area

The new **PMP exam** will have a significant increase in coverage for dealing with the **project team and stakeholders**

PMP aspirants will need to know how to be a **team leader and a problem solver**:

Team Leader: Leading a team, build a team, training, mentoring, empower a team/stakeholder, support team performance, engaging virtual team members, and collaborate with Stakeholders.

Problem Solver: Manage conflict, address blockers, negotiation, define ground rules, and build shared understanding.



Process/Knowledge Summary

	INITIATING Process Group	PLANNING Process Group	EXECUTING Process Group	MONITORING and CONTROLLING Process Group	CLOSING Process Group		INITIATING Process Group	PLANNING Process Group	EXECUTING Process Group	MONITORING and CONTROLLING Process Group	CLOSING Process Group
PROJECT INTEGRATION MANAGEMENT	Develop Project Charter	Develop Project Management Plan	Direct and Manage Project Work	Monitor and Control Project Work	Close Project or Phase	PROJECT RESOURCE MANAGEMENT		Plan Resource Management	Acquire Resources	Control Resources	
PROJECT SCOPE MANAGEMENT		Manage Project Knowledge		Perform Integrated Change Control		PROJECT COMMUNICATIONS MANAGEMENT		Estimate Activity Resources	Develop Team		
		Plan Scope Management		Validate Scope				Manage Team			
		Collect Requirements		Control Scope			Plan Communications Management	Manage Communications	Monitor Communications		
		Define Scope				PROJECT RISK MANAGEMENT					
		Create WBS					Plan Risk Management	Implement Risk Responses	Monitor Risks		
PROJECT SCHEDULE MANAGEMENT		Plan Schedule Management		Control Schedule			Identify Risks				
		Define Activities					Perform Qualitative Risk Analysis				
		Sequence Activities					Perform Quantitative Risk Analysis				
		Estimate Activity Durations					Plan Risk Responses				
		Develop Schedule				PROJECT PROCUREMENT MANAGEMENT	Plan Procurement Management	Conduct Procurements	Control Procurements		
PROJECT COST MANAGEMENT		Plan Cost Management		Control Costs							
		Estimate Costs				PROJECT STAKEHOLDER MANAGEMENT	Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	
		Determine Budget									
PROJECT QUALITY MANAGEMENT		Plan Quality Management	Manage Quality	Control Quality							

Applying Agile to PMBOK®

LESSON TWO

DIVERSITY AND INCLUSION



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Generational Diversity - 1

Today's workforce includes more **generations** working together than before and as a **project manager**, it's important to understand the uniqueness and sensitivities associated with each generation

The Silent Generation

These folks were born between 1925 and 1945 and they lived through World War Two and the Great Depression. For these reasons they are often **frugal and strong savers** - they typically worked for the same company throughout their life

Baby Boomers

Baby Boomers were born between 1946 and 1964. They experienced affluence and abundance of food, and brought about social change in many areas

They tend to reject the traditional values of the silent generation and are more physically active and wealthier

That's Me !!

They choose to postpone retirement or come back to work once they have retired



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Generational Diversity - 2

Gen X

This generation was born between 1965 and 1976 they are also known as the **latch key generation** because typically both parents worked and came home to an empty house

They tend to be entrepreneurial as a result of having to fend for themselves as youngsters and first introduced the concept of **work-life balance**

Millennials or Gen Y

Millennials were born between 1977 and 1995 and they grew up experiencing the advent of technology in everyday life and hence became dependent on it as it emerged

They have confidence and assertiveness, value tolerance and collaborative teams - they are the largest generation in the workplace today



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Generational Diversity - 3

Gen Z

This generation was born between 1996 and 2012 and some are now just entering the workplace

They grew up immersed in technology and don't know any other way of life

Partly due to their tech savvy and reliance, they're open to new ideas and new ways of doing things

They are heavily influenced by social media, they can have short attention spans and prefer texting to talking

They are **hard working** and often more **stressed** than other generations due to social media dependence and other social and cultural issues prevalent today

Generational Diversity

This should be considered when choosing and developing teams and also helps in developing cross functional agile teams

This provides a wide diversity of age, experience, and outlooks leading to a significant amount of creativity and thinking outside the box



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Generational Diversity - 4

Diversity and Inclusion**Diversity and inclusion** are vital in acquiring and developing teams**Diversity** involves hiring team members who come from different generations, cultures, ethnicities, religious beliefs, sexual orientation, and more**"Diversity** is being invited to the party; **inclusion** is being asked to dance"**Diverse teams** are more apt to explore **new ideas** and **develop approaches** to issues and challenges because of the variance in backgrounds, experiences and beliefs on the team**Inclusion** means that the team is collaborative, supportive, and respectful of one another and that **all** team members have a voice and are expected to **participate** in the projectThis helps ensure the participation of all team members, and provides a **safe place** for your team members to be who they really are and work towards a set of **equitable outcomes****The project manager or team leader** needs to manage this by calling on team members one by one and **encouraging** each to express their thoughts

Applying Agile to PMBOK®

LESSON THREE

SERVANT LEADERSHIP



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Creating an Agile Environment

THE PROJECT ORGANIZATION & PMO

Organization Types

The Project Management Office

Applying Agile to PMBOK®

SERVANT LEADERSHIP

Start with an Agile Mindset

Managing a project using an **agile** approach requires that the project team adopt an **agile mindset**

The answers to these questions help to develop an **implementation strategy**:

How can the project team act in a **transparent** manner?

What work can be avoided in order to focus on **high-priority** items?

Project managers are at the centre of project coordination, tracking and representing team status to the organization

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The Servant Leader Project Manager



What can the team swiftly deliver and get early **feedback** to benefit the next cycle?

How can a servant-leadership approach benefit the achievement of the team's goals?

The project manager is defined as “the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives”

Servant leadership empowers the team!

In an **agile environment**, **project managers** are servant leaders, changing their emphasis to coaching people who want help, fostering greater collaboration on the team, and aligning stakeholder needs

As a **servant leader**, **project managers** encourage the **responsibility** distribution to the team: they have the **knowledge** to get work done

Servant leaders' practice and radiate **agile** - their role is to facilitate the team's discovery and definition of **agile**

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Servant Leadership Empowerment - 1



In high-change projects, there is more complexity than one person can manage, so cross-functional teams coordinate their own work and collaborate with the **business representative (the product owner)**

Agile advocates **servant leadership** to empower teams by focus on the **needs and development** of team members to enable the **highest possible team performance**



Servant leaders' approach to project work:

Purpose. Work with the team to define the "why" so they engage and coalesce around the goal for the project

The entire team optimizes at the **project level, not** the person level

People. Encourage the team to create an environment where everyone can succeed. Ask each team member to contribute **across the project work**

Process. Do not look for a "perfect" agile process - just look at the results

An agile team delivers finished value often and reflects on the product and process

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Servant Leadership Empowerment - 2

Servant Leader Characteristics enable project leaders to become more agile and facilitate the team's success:

- Promoting self-awareness
- Listening
- Serving those on the team
- Helping people grow

- Coaching vs. controlling
- Promoting safety, respect, and trust
- Promoting the energy and intelligence of others

Servant leadership is not unique to agile!



When leaders develop their **servant leadership or facilitative skills**, they are more likely to become **agile** – in turn, helping their teams collaborate to **deliver value faster**

Servant Leaders manage relationships to build **communication and coordination** within the team and across the organization

Successful agile teams believe they can learn new skills, so when the team and servant leaders believe they can all learn, everyone becomes more capable

These relationships help the leaders navigate the organization to support the team



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Servant Leader Responsibilities - 1

Servant Leaders help to remove impediments and help the team to streamline its processes

Servant Leaders Facilitate

Shifting the emphasis from “managing coordination” to “facilitating collaboration”

Facilitators help the team create acceptable solutions

Facilitators help everyone do their best thinking and work, they encourage the team's participation, understanding, and shared responsibility for the team's output

They are impartial bridge-builders and coaches, not just team decision-makers

They promote and encourage team collaboration and conversation via interactive meetings, informal dialog, and knowledge sharing



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Servant Leader Responsibilities - 2

Remove Organizational Impediments

The servant leader will want *streamline* any processes that impede a team or organization's agility and work

Servant Leaders can change or remove organizational impediments to support delivery teams

Servant Leaders should check out processes that are lengthy, cause bottlenecks and those impeding a team's or the organization's **agility**

Servant Leaders partner and work with others to challenge them to review their processes to support agile teams and leaders

Servant Leaders pave the way for others' contribution

In **agile**, the **team** manages its work process and its work product, and that self-management and self-organization applies to everyone serving and supporting the organization and project



The Servant Leader focuses on paving the way for the team to do its best work while influencing projects and encouraging the organization to think differently

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Servant Leader Responsibilities - 3

Servant Leaders work to fulfil the needs of the teams, projects, and organization

- work with auditors to refine the processes
- work with the finance department to transition the organization to incremental budgeting

- work with facilities for a team space
- work with management to enable the team to focus on one project
- work with the product owner to develop **user stories** with the team

Servant Leader Examples

Educate stakeholders around why and how to be **agile**

Explain the benefits of **business value** based on **prioritization**, **greater accountability** and **productivity** of empowered teams, and **improved quality** from more frequent reviews



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Servant Leader Responsibilities - 4

Servant Leader Examples

Support the team through mentoring, encouragement and an advocate for their career training and development

By supporting and encouraging their professional development, they will gain confidence, take on larger roles, and contribute at higher levels

Nurture and grow team members through and beyond their current roles

Grow team members knowledge or experience in roles or functions, for example technical project management activities like risk analysis

Servant leaders with training experience can support the team by providing training

Celebrate team successes and support and bridge building activities with external groups



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MODULE ONE

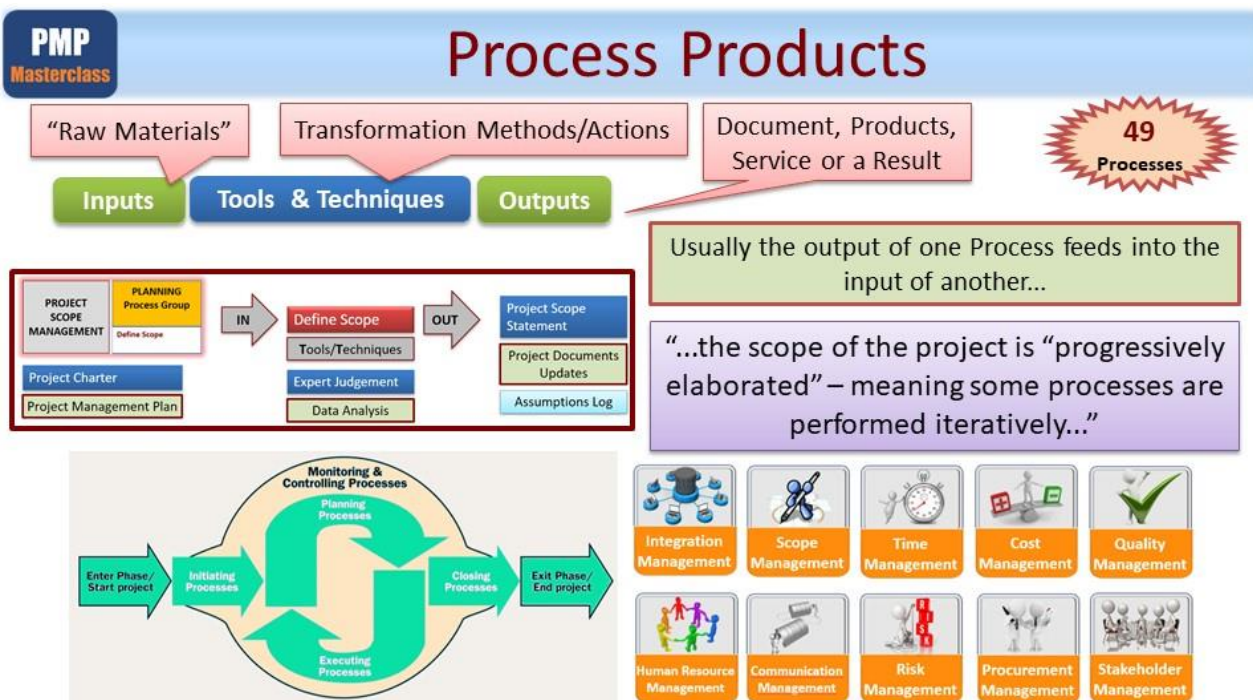
LESSON FOUR

PMBOK PROCESSES, PRODUCTS AND PROJECTS

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Materials within these videos are based on the Project Management Institute A Guide to the Project Management Body of Knowledge, (PMBOK® Guide) – Sixth Edition, Project Management Institute, Inc., 2017



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Process Products – Simple Project

Does your organization use 'Phases'? - If so, some, or all, of the **49 processes** may take place in **each Phase**

Many processes may be performed in parallel with others processes

The outputs of one process are often used as inputs into one or more processes

Process Groups for a Simple Project



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Process Products – Multiple Phase

Process Groups – Multiple Phase

