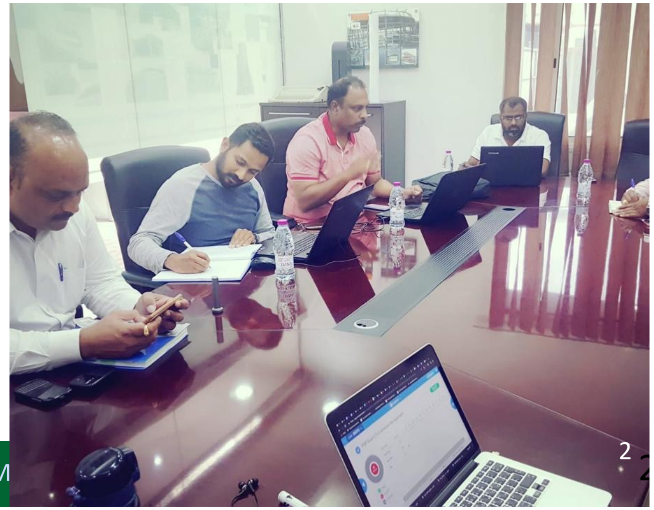
# Project Management Professional (PMP)

- PMBOK 8th Edition

Mohamed Naser, ATP, PMP, PMO, LSSBB, SMC, POC

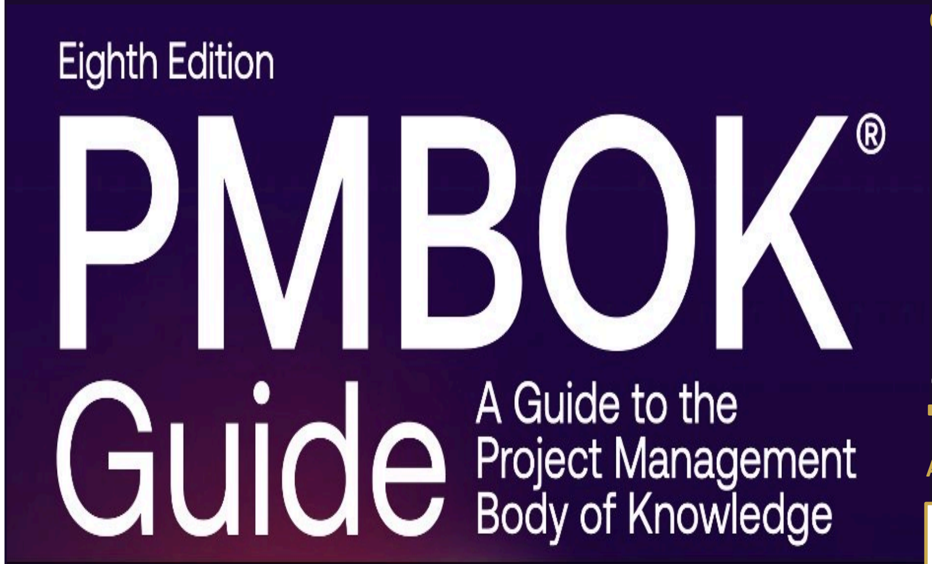


Learning

PM

# Customers




OFFICIAL RECOGNITION

# Naser is one of the Contributor & Reviewer of PMBOK® Guide — 8th Edition

APPENDIX X1 — AS IT APPEARS IN THE BOOK

Saima Naqvi, MBA, ITIL, PMP
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Marian Oprea, PMI-ACP, PMP

# Course Content

**Chapter 1**
- Introduction

**Chapter 2**
- The Big Picture (remove all pm standatd+ add more on agile)

**Chapter 3**
- PM Standard

**Chapter 4**
- PMBOK8- processes
  - (domains- quick definition + ITTO+ outcome check+qs)

**Chapter 5**
- Initiating
  - (flow figma + quick explain+ wind tower prj temp+ai apply+qs)+ch exm

**Chapter 6**
- Planning

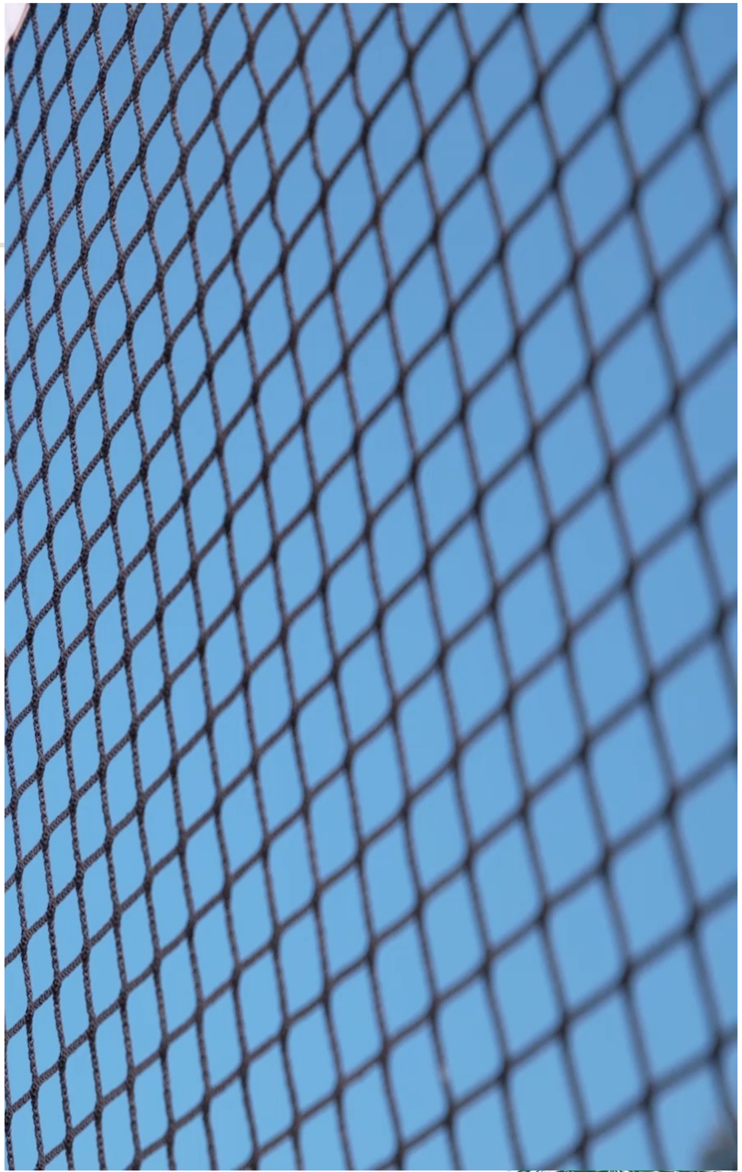
**Chapter 7**
- Exec

**Chapter 8**
- M&C

**Chapter 9**
- Closing

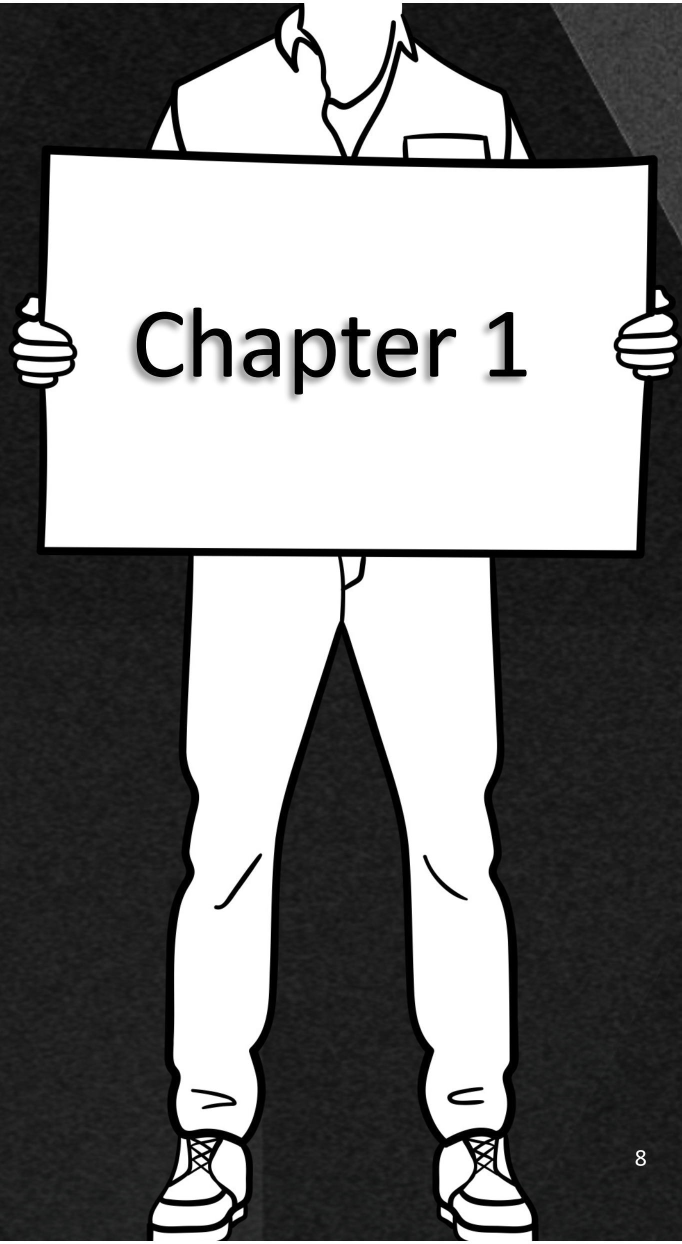
**Chapter 10**
- ECO
- Appendix

**Chapter 11**
- Getting Ready
- 4 exm – application-mental/tech- fu sheets+6s crs-ai crs- sfc crs



# Introduction

1. Course Roadmap
2. The PMP Exam
3. The PMP Exam Content Outline - Overview
4. PMP Eligibility Requirements
5. The PMP Application (Including Audit)
6. PMP Exam Structure and Cost
7. PMP Exam Question Types
8. Tips for Passing Your Exam
9. Renewing Your PMP
10. PMP Study Plan
11. Course Material- Slides-Quizzes-Exams



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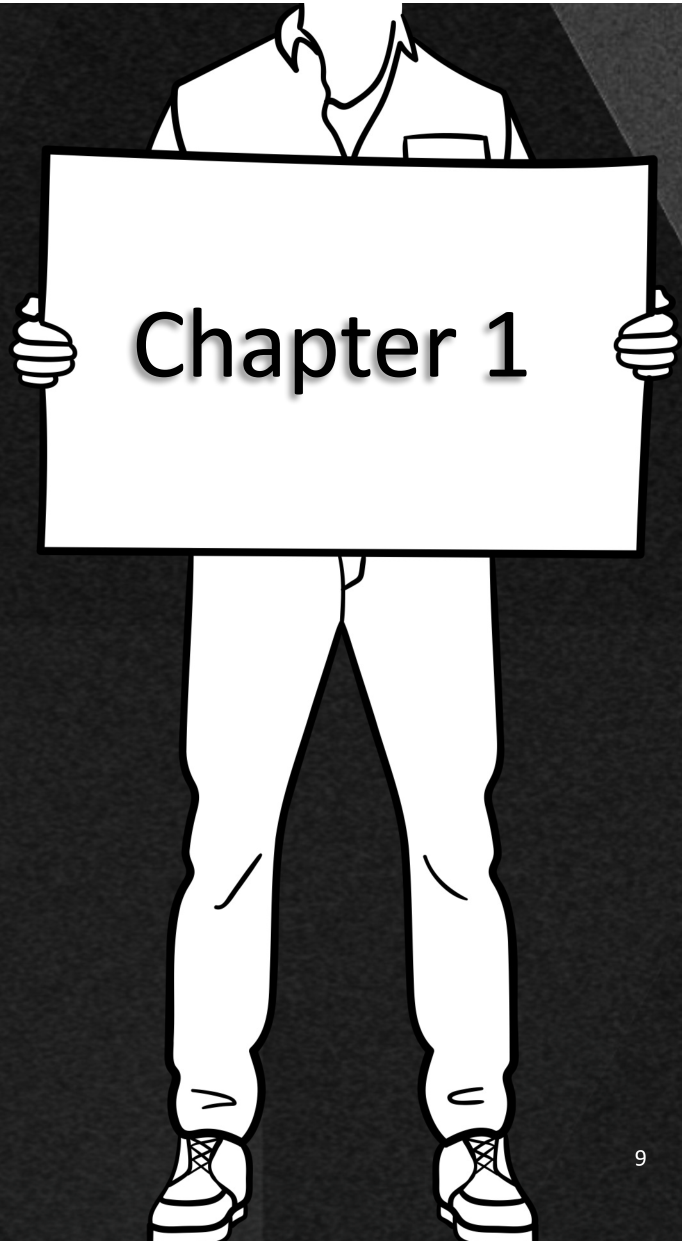

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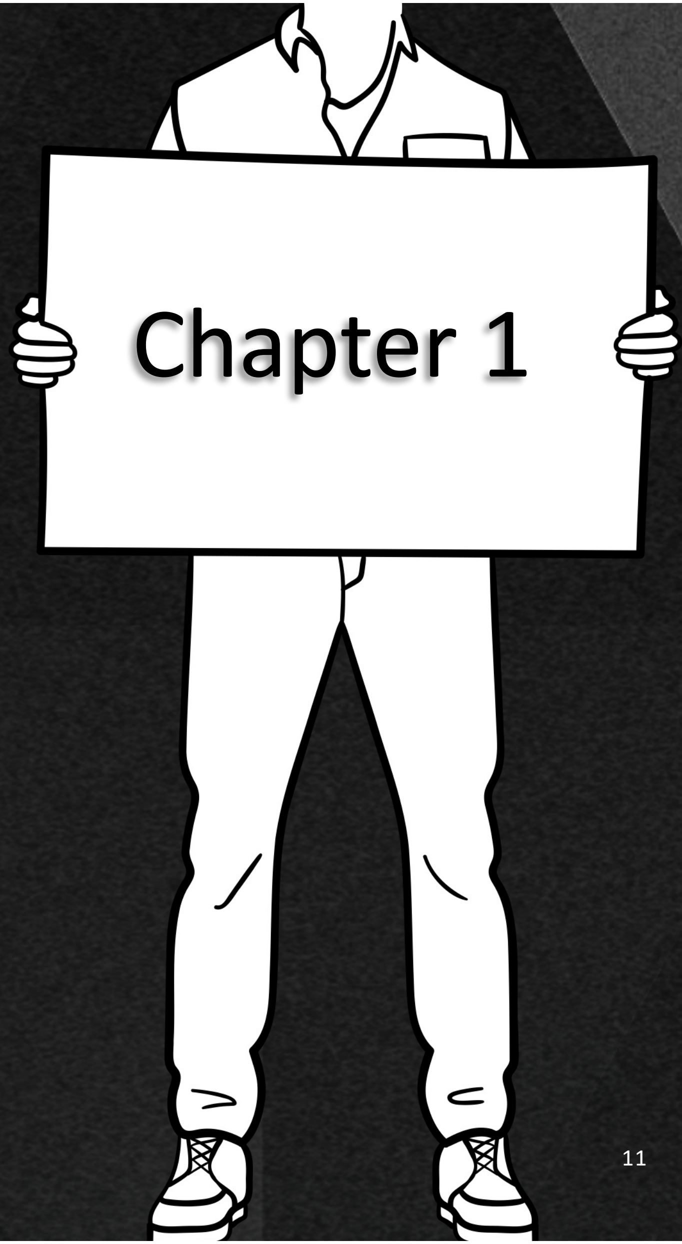

# Why PMP is Important

| | | | |
|---|---|---|---|
| Globally recognized project management credential. | Validates leadership management skills. | Applicable across all industries | Ability to manage projects worldwide. |
| Acknowledged certification | 16%-26% salary increase | Market reach | Better job opportunities |

Better project performance

# About the PMP Exam

| | | | |
|---|---|---|---|
| 180Qs in 240mins | Only 170 Scored, 5 for future | 4 or 5 Choices or Connect Columns | Take it at center or at home |
| 100% Situational Questions | Situation from Real World | No need for Micro Studying | Focus on Concept Understanding |
| Mental Fitness is Essential | Mark for Review | After 60Qs, 10mins Break | After 120Qs, 10mins Break |
| | You Receive Paper and Pencil | You have Built in Calculator | |

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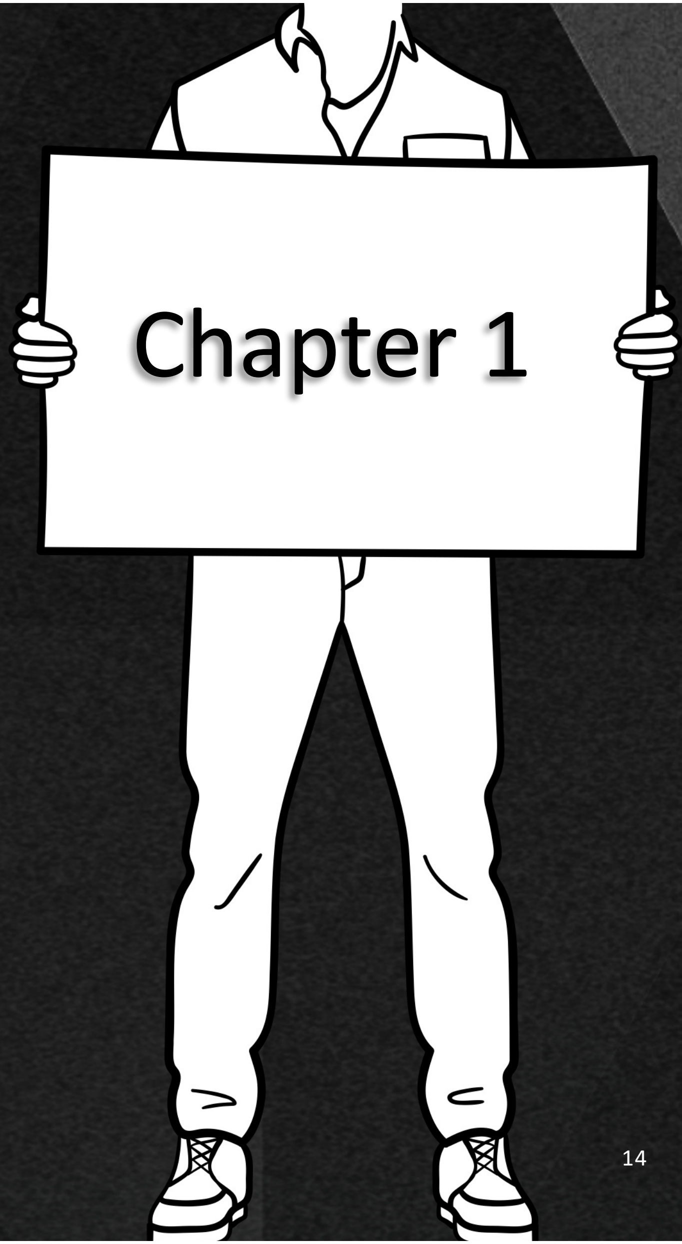

# Exam Eligibility

**Have a four-year degree.** *You'll need:*

- 36 months of PM experience
- 35 training hours

**Have a high school or diploma.** *You'll need:*

- 60 months of PM experience
- 35 training hours

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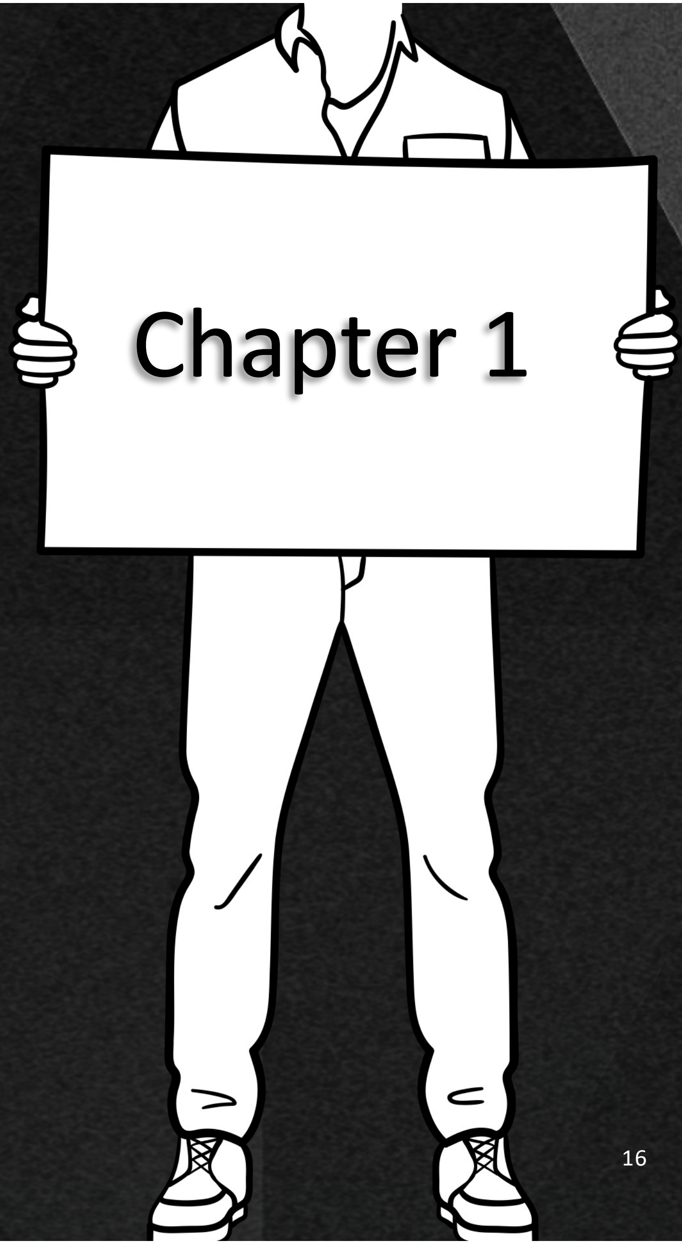


# PMP Application

**Submit application**
- Online Application

**PMI review** (about 5 days)

**Audit (if selected:5-10%)**
- Submit BSC Certif.
- Submit PMP Course Certif.
- Provide Reference Number/email

**Pay exam fee**

**Take the exam**
- Up to 3 attempts within 1 year

**Earn PMP certification**

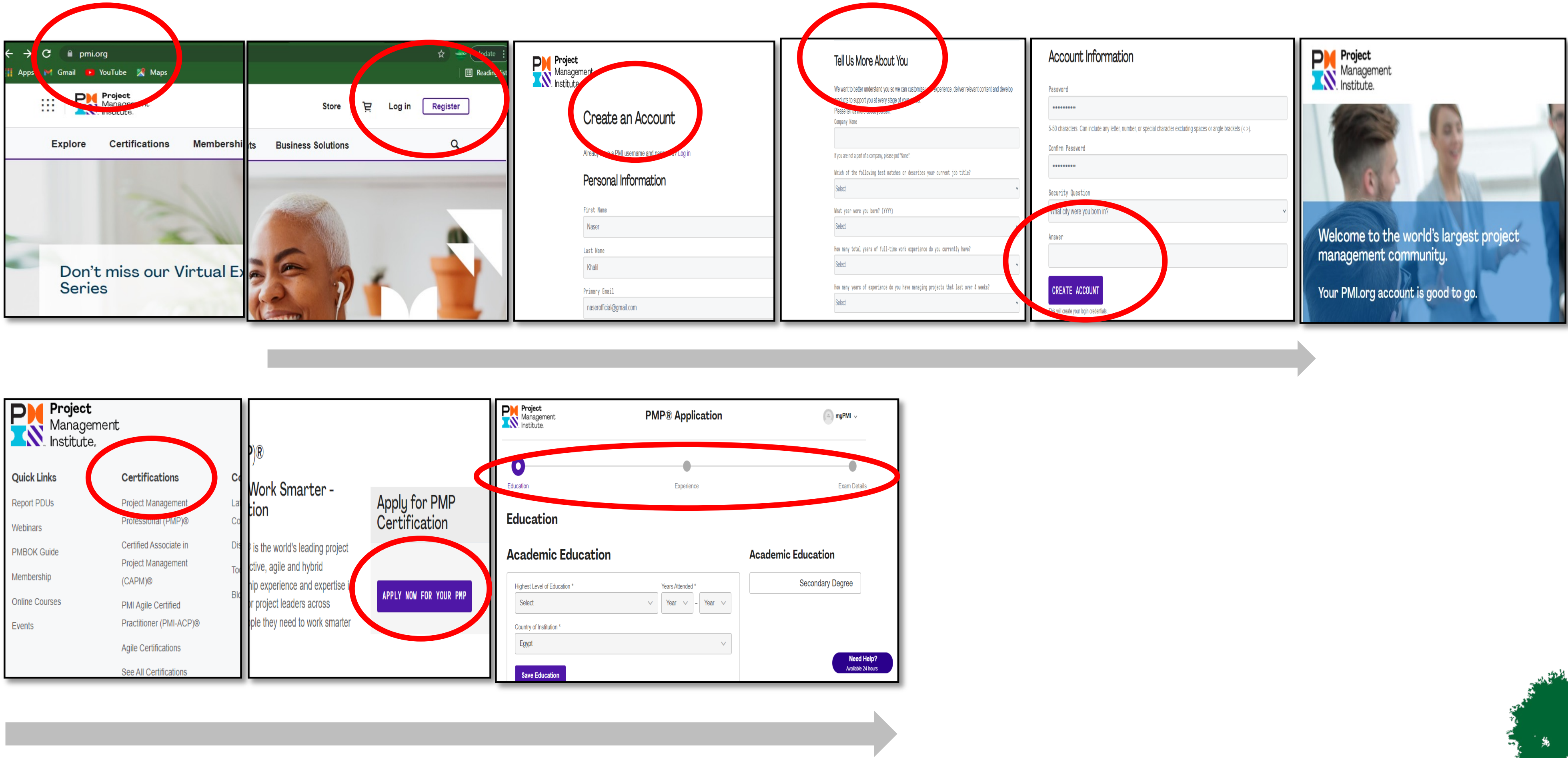
**Maintain certification**
- 60 PDUs every 3 years

**Renew certification**
- 60USD if member
- 150USD if not member

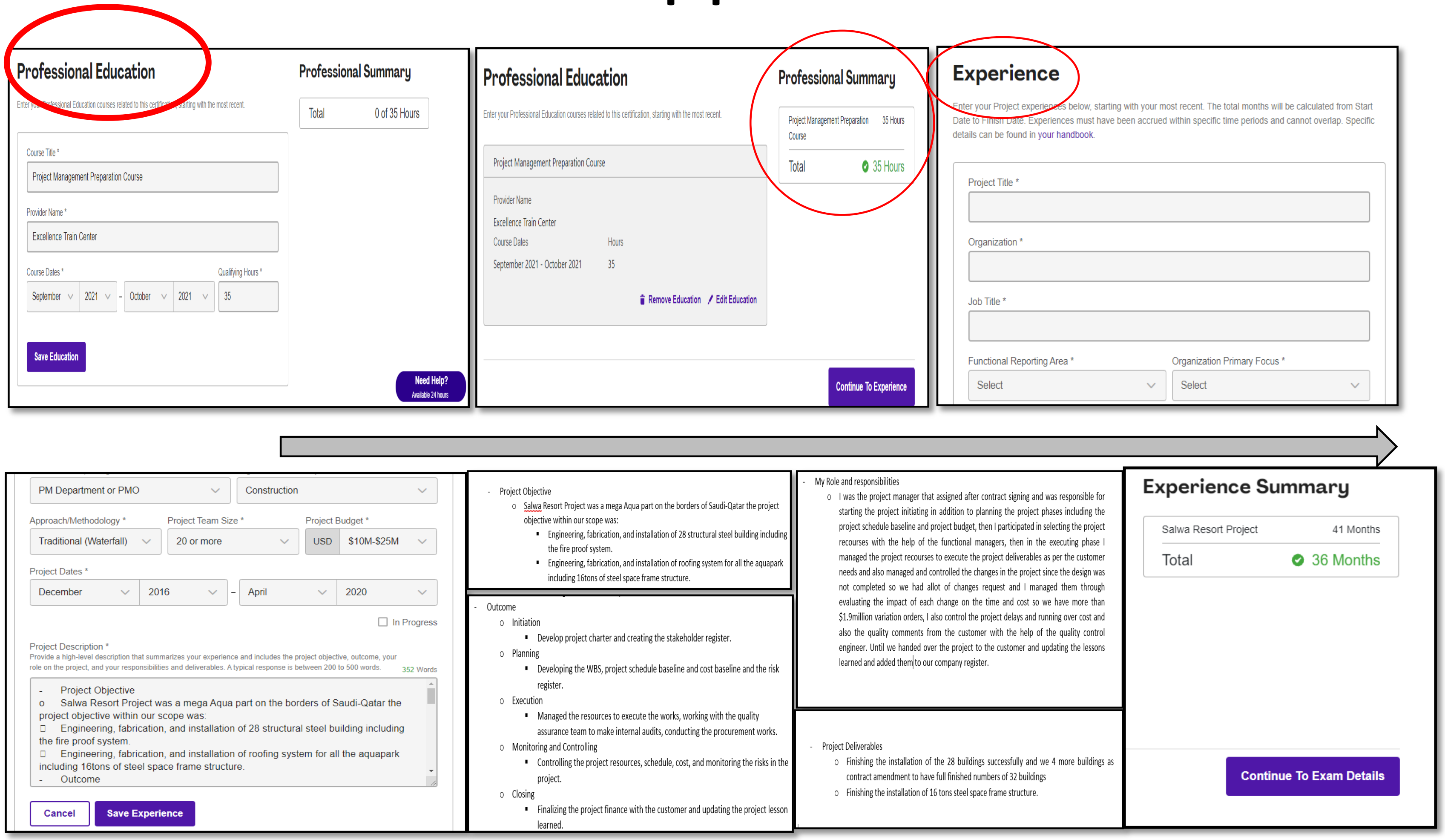
**Suspension** (if renewal requirements are not met)

**Expiration** (reapply if certification expires)

# PMP Application



# PMP Application



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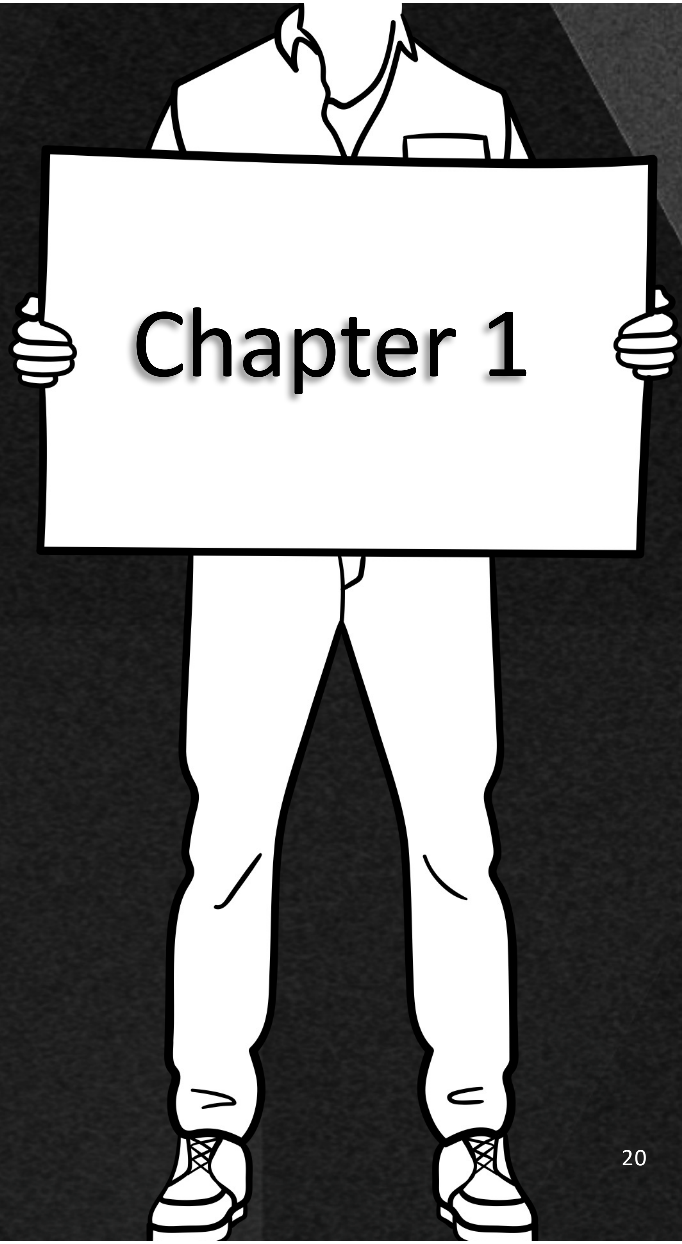
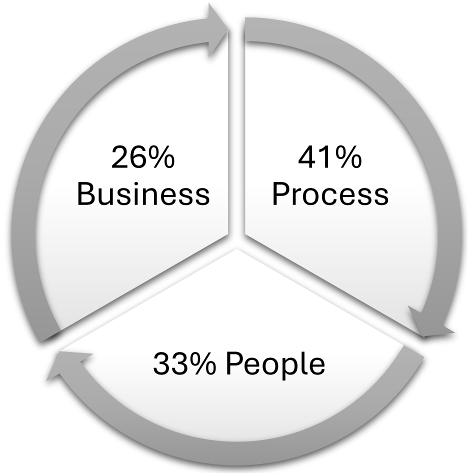


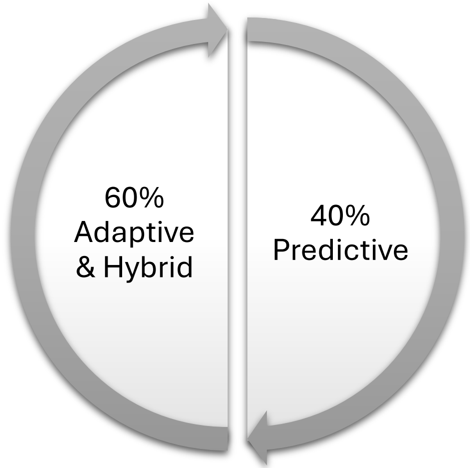
# Exam Structure

| 180 | 240 | 10 | 1.3 | 2x10 |
|---|---|---|---|---|
| total questions | minutes to complete the exam | pretest (unscored) questions | minutes per each question | minutes breaks |

**Cost Outside Egypt**
- 140USD membership
- 410USD Exam Fees

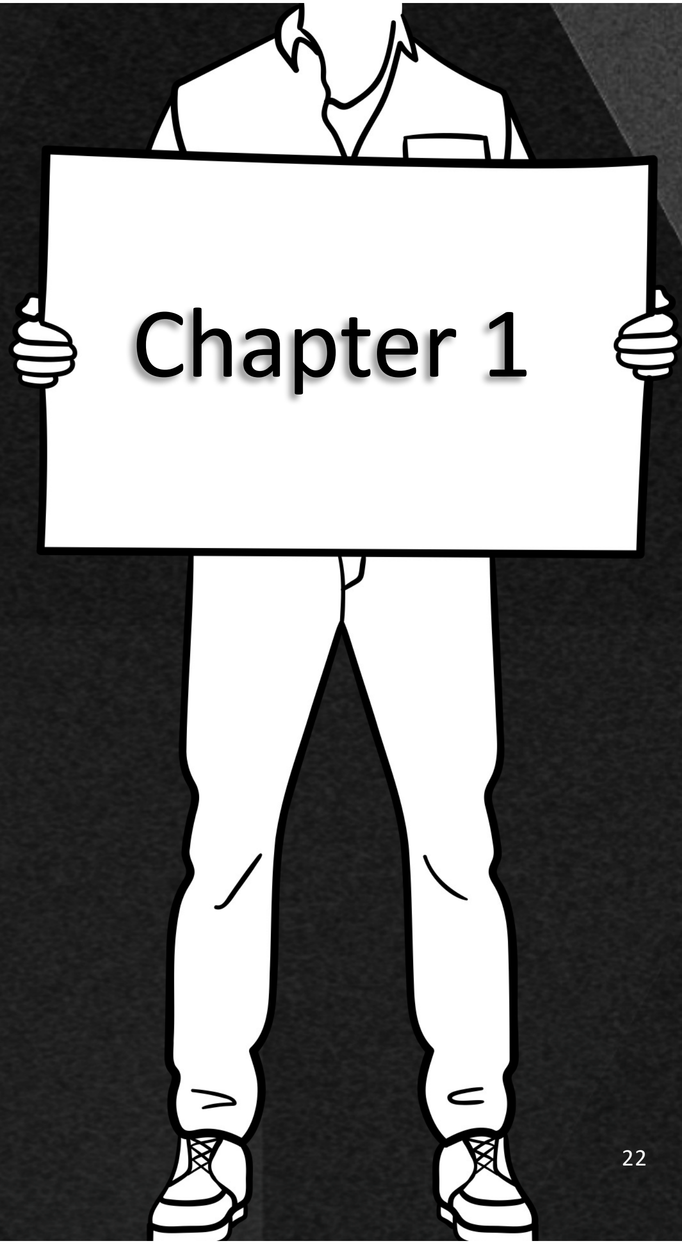
**Cost Inside Egypt**
- 110USD membership
- 285USD Exam Fees



# Introduction





# PMP Certification Exam Question Formats

- Multiple choice (one correct answer)
- Multiple choice enhanced with graphics (one correct answer)
- Multiple select (multiple correct answers)
- Case study or scenario
- Enhanced matching
- Point-and-click
- Matching
- Pull-down list

# PMP Question Sample

230:00 Min. Remaining

Question X of 180

Show Grid | Mark

A new resource has joined the team, he is clever and try to accomplish the tasks, but his project team members are concerned that she does not seem suitable for a certain assigned task.
How should you respond to this concern?

A. Contact HR manager to discuss the possibility of reassigning the new resource to a different project.
B. Evaluate the skills of this recourse by having one-one session and then take a proper decision.
C. Ask the team members to attend a meeting with this resource to discuss her roles.
D. Contact the customer and sponsor to highlight these concerns and decide on an appropriate response.

End Exam

Prev | Next

# Exam At a Glance

| 180 | 170 | 240 |
|---|---|---|
| Total Questions | Scored Questions | Minutes Allotted |
| Including 10 unscored pretest items | All randomly placed throughout the exam | For center-based and online proctored exams |

Question formats include multiple-choice, drag-and-drop, and practicum hands-on testing with tools, data, and case studies.

# Domains Deep Dive

### I. People — 33%

Leadership, team management, conflict resolution, and stakeholder engagement.

### II. Process — 41%

Project execution, planning, risk, quality, and delivery management.

### III. Business Environment — 26%

Organizational strategy, compliance, benefits realization, and external factors like AI and sustainability.

# PMP Certification Exam Question Types

**Case or Scenario (NEW):** The candidate is presented with a detailed scenario or situation, which may include graphs or charts to provide additional context. This could be a description of a business, a project, a decision making process, or a combination of any. After reviewing the scenario or situation, and any accompanying visuals, the candidate will answer a series of questions based on all the information provided. *(Available on all modalities)*

A project manager is working for a company that is launching a new smart home device designed to improve energy efficiency. The product aims to help consumers reduce their energy consumption by automatically adjusting heating, cooling, and lighting based on occupancy and time of day. The project manager has been given a budget of $500,000 and a timeline of six months to complete the project. The project team consists of engineers, marketers, and sales professionals. A recent market analysis shows a growing demand for eco-friendly products, but competition is fierce with several established brands already in the market. Additionally, the company has set a goal to achieve a 10% market share within the first year of launch.

The engineering team has identified several technical challenges, including ensuring compatibility with existing smart home systems and maintaining user privacy and data security. The marketing team is tasked with creating a compelling campaign that highlights the unique features of the product while addressing consumer concerns about privacy. The sales team is focused on establishing partnerships with retailers and online platforms to maximize distribution channels.

Based on the scenario, what are the key challenges the project manager might face in launching this product, and how should they be prioritized?

- A. Focus solely on marketing
- B. Overemphasize technical features
- C. Delay privacy measures
- D. Technical compatibility

Example of a Case or Scenario on the Certification Exam

# Scenario-Based Questions

Examples of scenario-based questions:

- Change request: A key stakeholder requests a change after the project baseline has been approved. What should the project manager do next?
- Risk response: During project execution, a previously identified risk occurs, causing a 2-week delay. What should the project manager do next?
- Scheduling challenge: An AI-based scheduling suggests compressing the project schedule by overlapping system integration testing with user acceptance testing. The project manager knows integration defects are still likely and could heavily impact use acceptance testing. What should the project manager do?

Key Takeaway: For these kinds of questions ask: “What should the project manager do next?”

# PMP Questions

A project manager is leading a 12-month construction project to expand a luxury eco-resort. The project is being managed using a **hybrid approach**: the physical villa construction follows a **predictive (waterfall) methodology**, while the resort's guest-experience mobile app is being developed using **Agile**. The **approved project scope statement** specifically lists "underwater viewing galleries" as a **project exclusion** to ensure the project stays within the primary **budget and timeline**.

Four months into the project, the resort's owner, who is the project sponsor, demands the integration of a new "coral restoration laboratory." The owner describes it as a minor addition that aligns with the project's "green" vision and insists the team begin work immediately to meet the grand opening date. The project manager estimates this addition would require significant changes to the **scope baseline**, specifically impacting the **Work Breakdown Structure (WBS)** and several existing **work packages**.

Simultaneously, the Agile team developing the guest app is experiencing confusion. The owner has been attending their **daily standup meetings** and adding new **user stories** directly to the **sprint backlog** without consulting the **Product Owner**. The project manager must now address these governance issues while maintaining the integrity of the project's **requirements traceability matrix**.

**Reference Case Study Above**

**Question 1:** The project sponsor has requested the addition of the coral restoration laboratory, which was not in the original plan. What should the project manager do first?

A) Update the WBS dictionary to include the new laboratory requirements.

B) Comply with the sponsor's request to ensure stakeholder satisfaction.

C) Submit a change request to formally evaluate the impact through the integrated change control process.

D) Refuse the addition because it was not listed in the initial project charter.

C

**Question 2:** The resort owner is adding user stories directly to the sprint backlog during the app development. Which role is primarily responsible for protecting the team from this interference and facilitating the process?

A) Project Manager

B) Scrum Master

C) Product Owner

D) Functional Manager

B

# PMP Questions

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**Question 3:** To ensure the new digital kiosks for the guest app meet all technical and quality standards before being released to customers, the team must verify them against which of the following?

A) Definition of Done (DoD)
B) Definition of Ready (DoR)
C) Scope Management Plan
D) Requirements Management Plan

A

**Question 4:** The project manager needs to provide the construction lead with the detailed technical descriptions, owner information, and cost estimates for a specific work package in the villa construction phase. Which document should be referenced?

A) Project Scope Statement
B) Requirements Traceability Matrix
C) WBS Dictionary
D) Scope Baseline

C

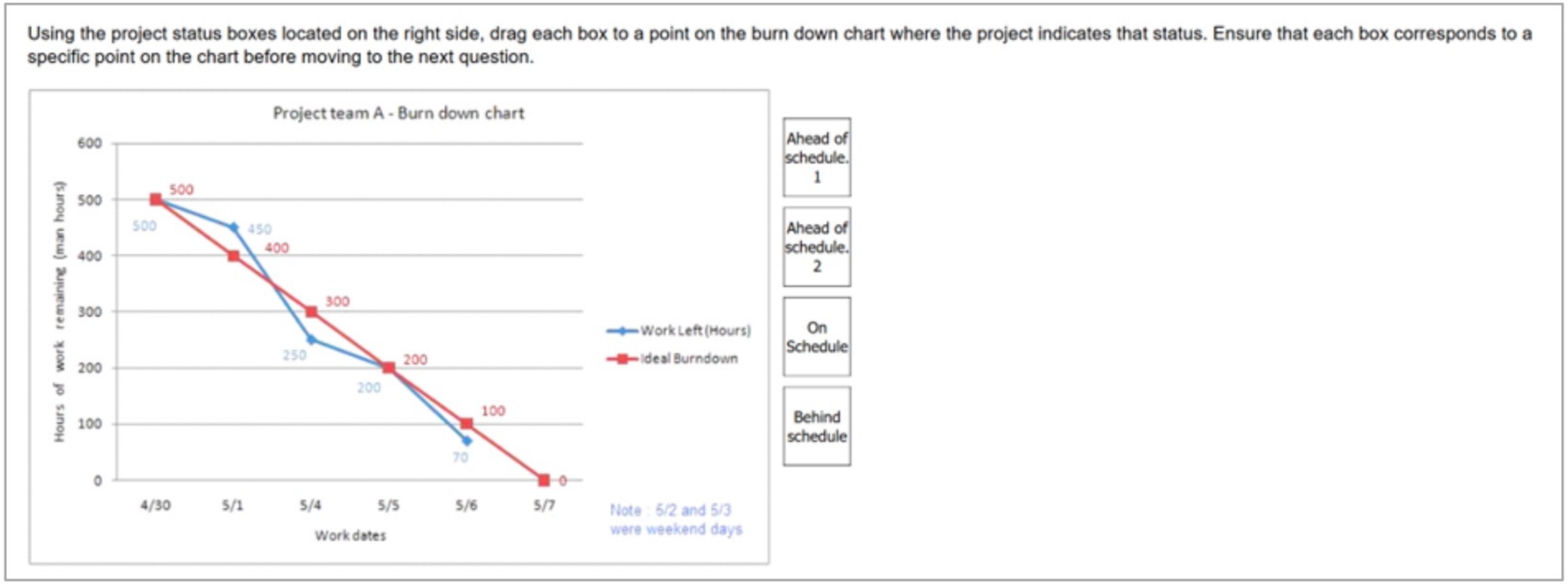
**Question 5:** The sponsor insists the coral restoration laboratory is a "Must-Have" for the project's success. Which prioritization technique is the sponsor using?

A) Kano Model
B) MoSCoW
C) 100 Points
D) Nominal Group Technique

B

# PMP Certification Exam Question Types

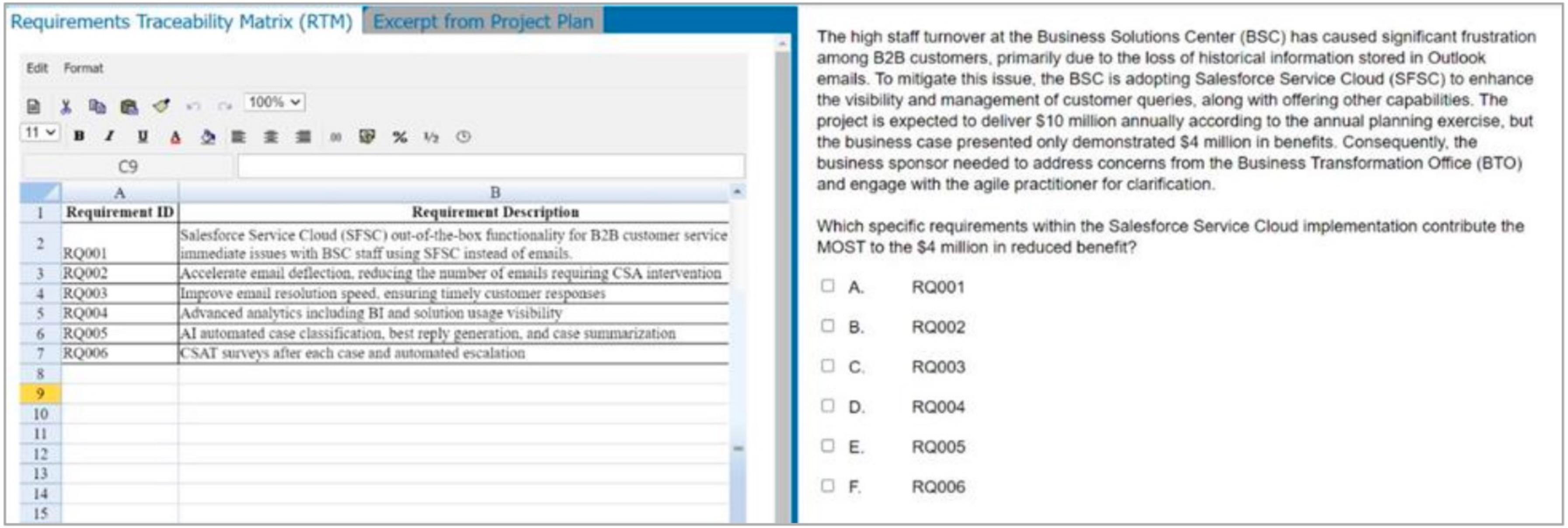
**Enhanced Matching:** Enhanced matching questions can include images or diagrams to help clarify the items being matched. In the example below, the candidate would drag one of the boxes on the right to a specific location on the chart. Might include additional elements like drag-and-drop functionality, allowing users to move items around to make matches. *(Only available on CBT)*




Example of Enhanced Matching on the Certification Exam

# PMP Certification Exam Question Types

**Graphic-Based Questions (NEW):** This type of question requires the candidate to refer to, and interpret visual information, such as charts, graphs, diagrams, or images, then answer questions based on the information provided. *(Available on all modalities)*


Requirements Traceability Matrix (RTM) | Excerpt from Project Plan

Edit Format

100%

C9

| | A | B |
|---|---|---|
| 1 | Requirement ID | Requirement Description |
| 2 | RQ001 | Salesforce Service Cloud (SFSC) out-of-the-box functionality for B2B customer service immediate issues with BSC staff using SFSC instead of emails. |
| 3 | RQ002 | Accelerate email deflection, reducing the number of emails requiring CSA intervention |
| 4 | RQ003 | Improve email resolution speed, ensuring timely customer responses |
| 5 | RQ004 | Advanced analytics including BI and solution usage visibility |
| 6 | RQ005 | AI automated case classification, best reply generation, and case summarization |
| 7 | RQ006 | CSAT surveys after each case and automated escalation |

The high staff turnover at the Business Solutions Center (BSC) has caused significant frustration among B2B customers, primarily due to the loss of historical information stored in Outlook emails. To mitigate this issue, the BSC is adopting Salesforce Service Cloud (SFSC) to enhance the visibility and management of customer queries, along with offering other capabilities. The project is expected to deliver $10 million annually according to the annual planning exercise, but the business case presented only demonstrated $4 million in benefits. Consequently, the business sponsor needed to address concerns from the Business Transformation Office (BTO) and engage with the agile practitioner for clarification.

Which specific requirements within the Salesforce Service Cloud implementation contribute the MOST to the $4 million in reduced benefit?

- A. RQ001
- B. RQ002
- C. RQ003
- D. RQ004
- E. RQ005
- F. RQ006

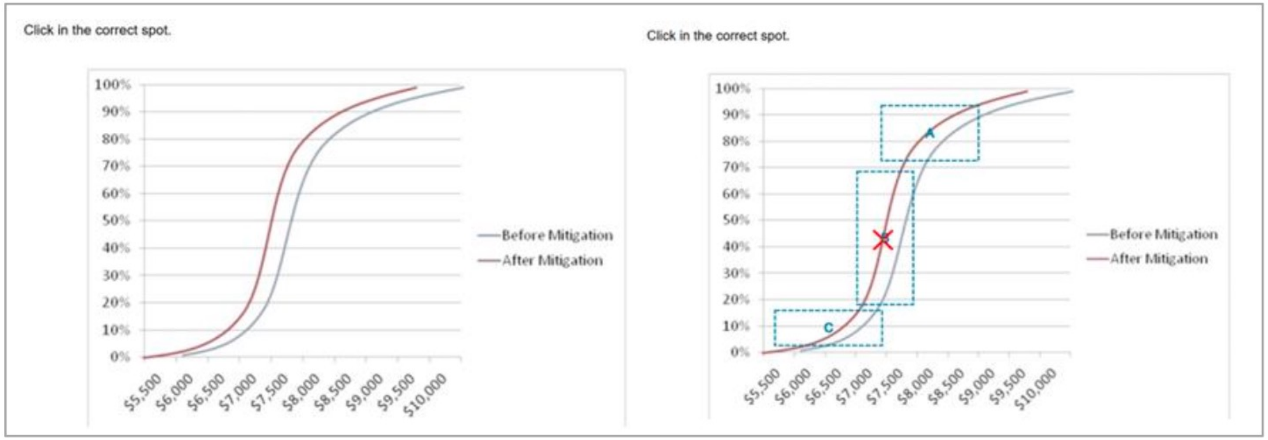
Example of a Graphic-Based Question on the Certification Exam

# PMP Certification Exam Question Types

**Multiple-Choice Single Response:** Multiple answer choices with one correct answer. *(Available on all modalities)*

**Multiple-Response Questions:** Multiple answer choices with more than one correct answer. *(Available on all modalities)*

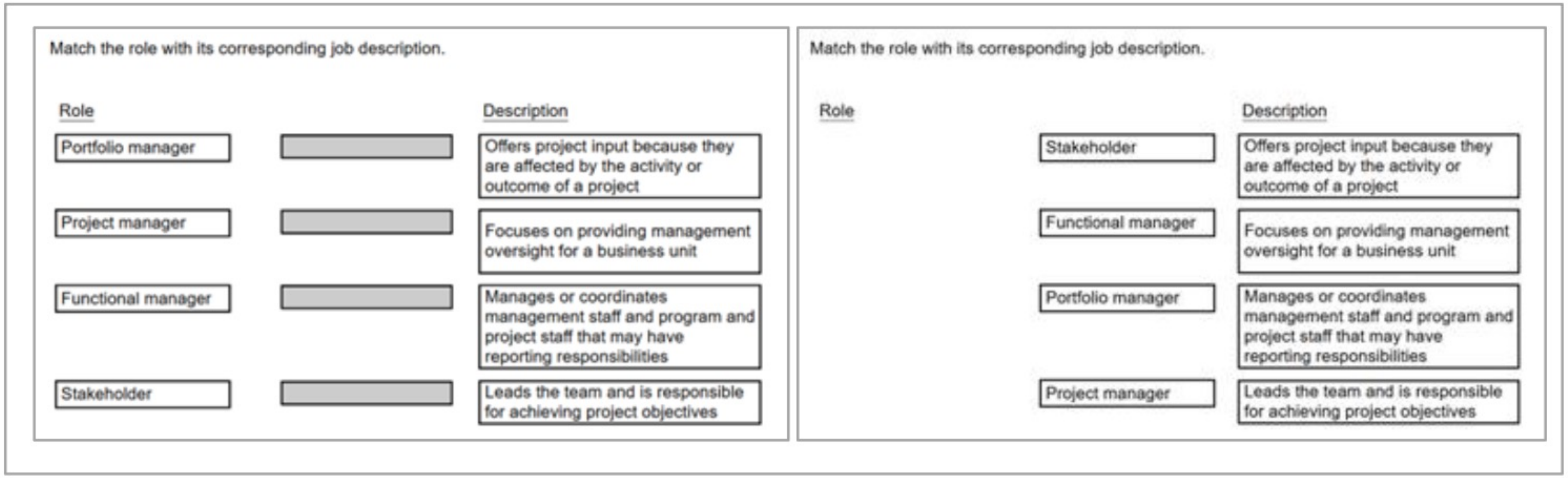
**Point and Click:** The item is in the form of an image with hidden hotspot areas. The candidate must identify the correct areas by clicking on the correct locations on the image. The image on the left is an example of what the candidate would see. The image on the right represents the areas where the candidate can select to respond *(Only available on CBT).*




Example of Point and Click on the Certification Exam

# PMP Certification Exam Question Types

**Matching:** Asks candidates to pair items from different lists. It consists of columns of information. The task is to drag items from the first column to the middle, corresponding to the information in the third column. The example below shows a Matching question before (right) and after (left) the candidate has answered. *(Only available on CBT)*

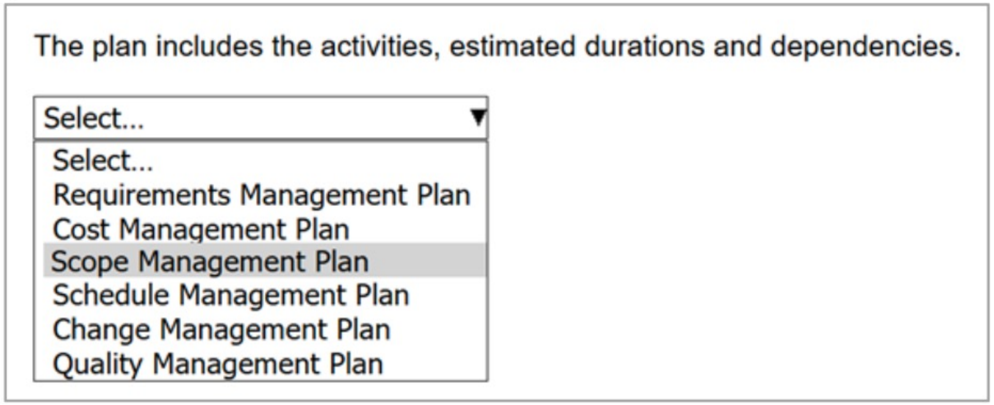



Example of Matching on the Certification Exam

| Process | | Process Group |
| --- | --- | --- |
| Create WBS | | Initiating |
| Validate Scope | | Planning |
| Close Project | | Executing |
| Identify Stakeholders | | Monitoring and Controlling |
| Manage Quality | | |

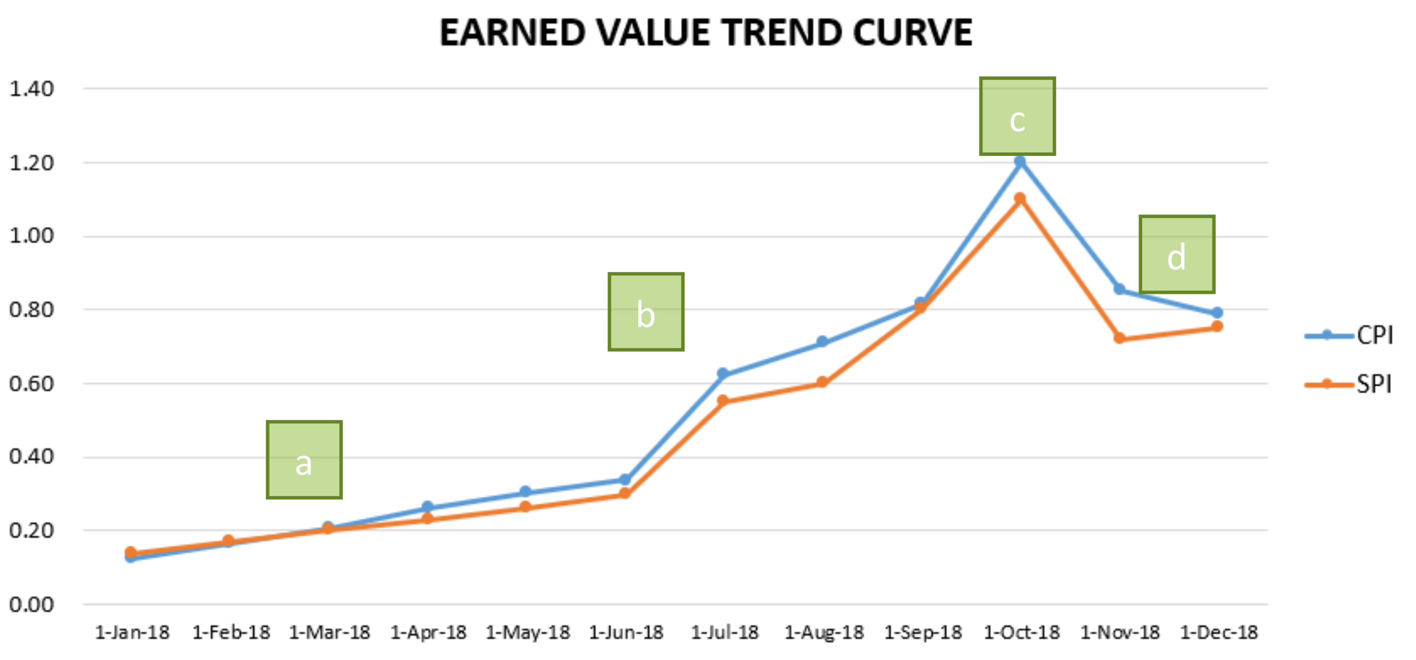
# PMP Certification Exam Question Types

**Pull-down List:** The correct answer must be selected from a drop-down list as shown below. *(Only available on CBT)*




Example of a Pull-down List on the Certification Exam

Click the area where the project is under budget and ahead of schedule



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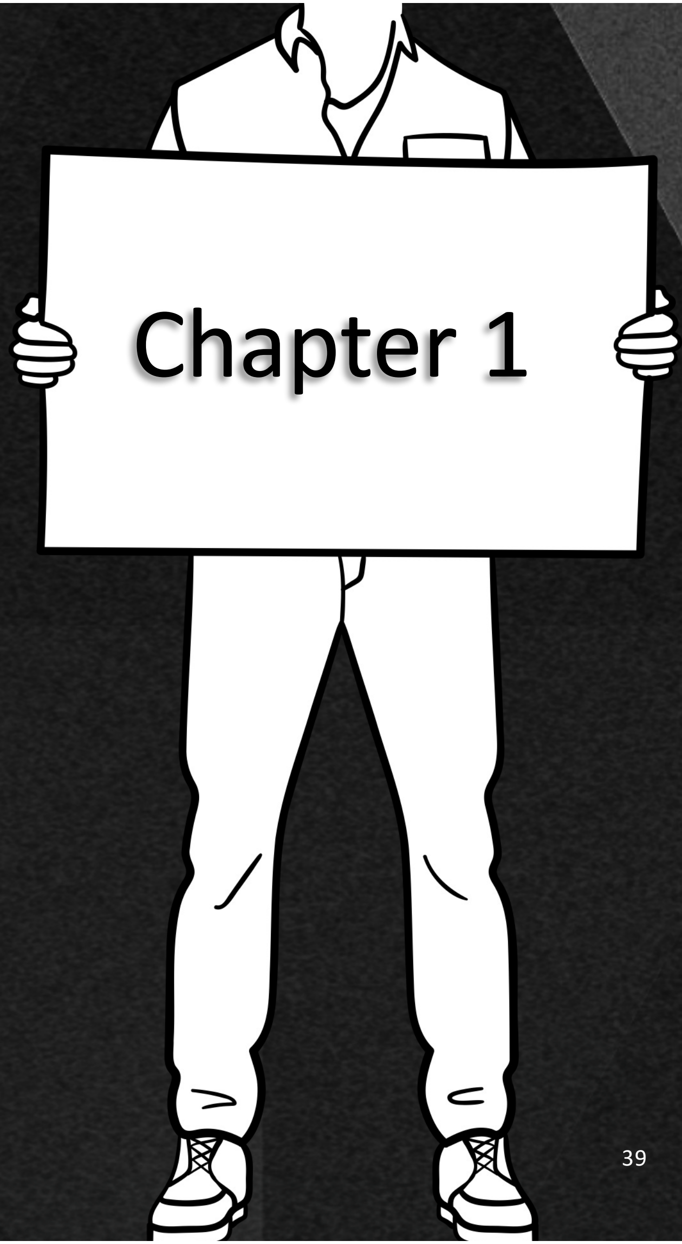
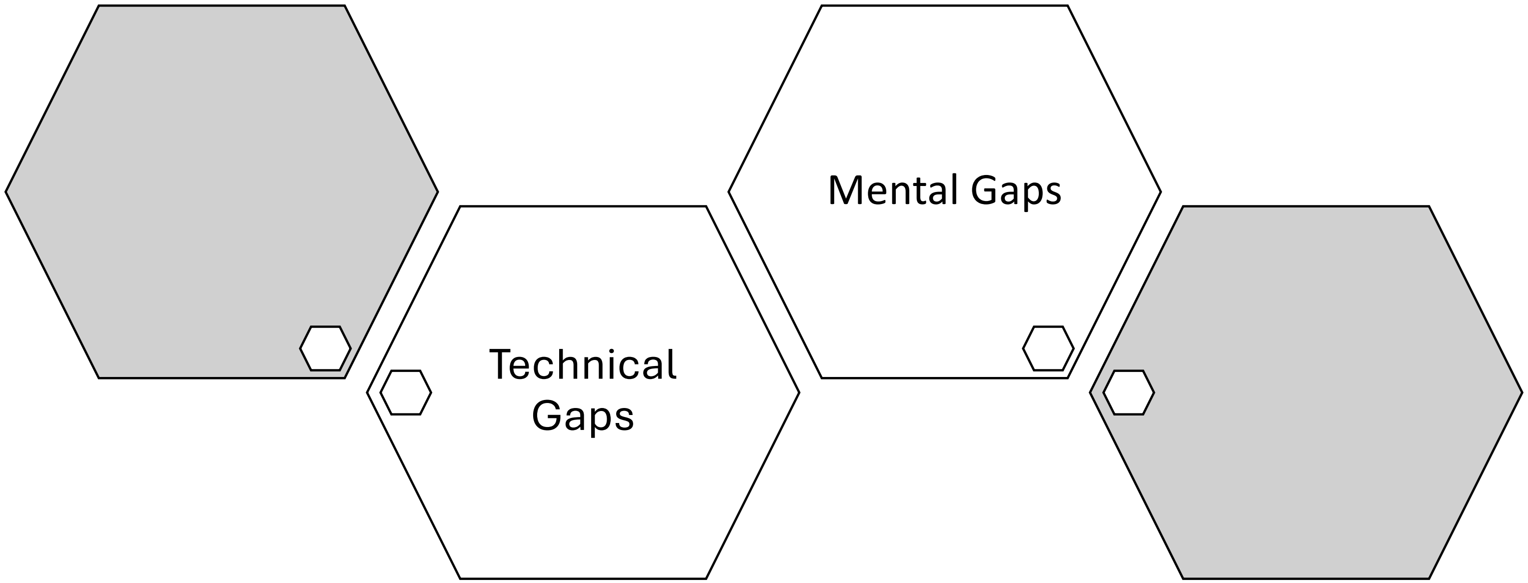


# Answering Techniques

- Matching the Key words
- Reading the last line or two last lines
- Reading the answers first
- Elimination
- Analyzing the question
- Direct questions & Logic
- Calculations

# Covering your Gaps



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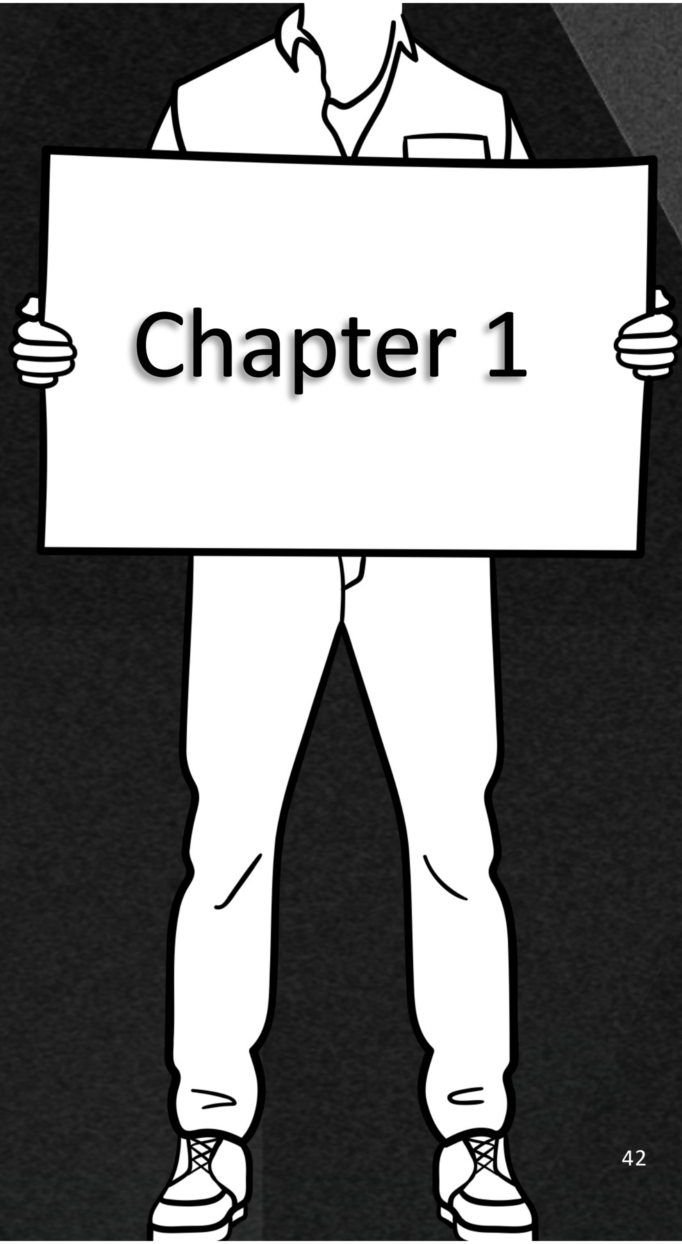


# Renewing Your PMP

Upon getting your PMP, You should renew every 3 years

You need to get 60 Professional Development Units (PDUs)

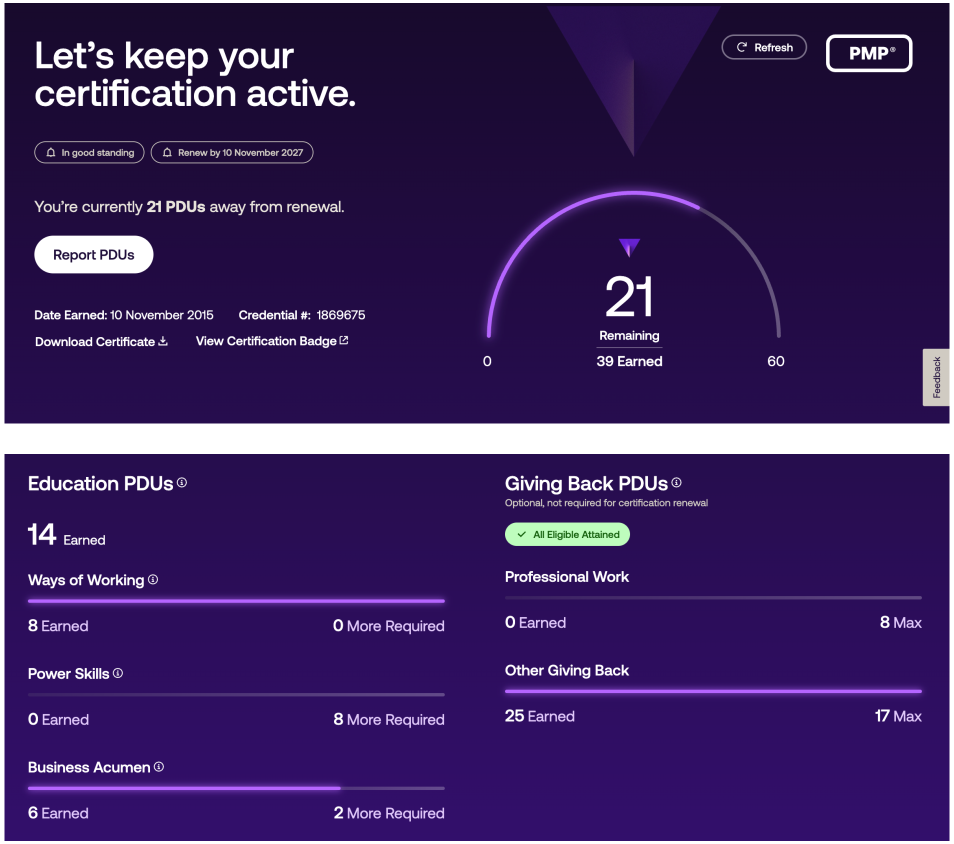
35 PDUs Educational

- Attending a course
- Attending lectures
- Attending webinars
- Reading books

25 PDUs Giving Back

- Giving a presentation
- Being a practitioner
- Sharing your knowledge

1 Hour = 1 PDU



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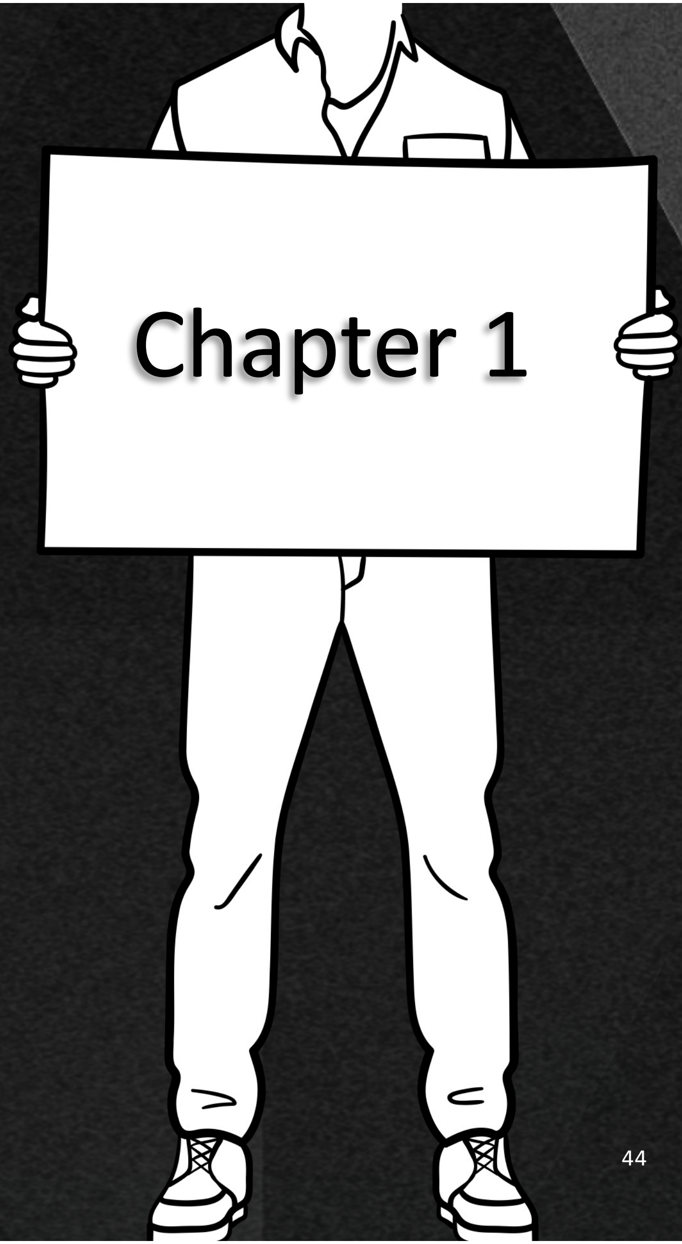


# Study Plan

**Attending the Course, taking notes**
- Week 1-4

**Solving Quizzes**
- Week 1-4 (parallel)

**Practice the PMP in your Business/Life**
- Week 1-4 (parallel)

**Creating your study & summary outputs**
- Week 1-4 (parallel)

**Creating & Submitting your PMP Application**
- Week 4 (parallel)

**Solving Mock Exam 1 (Target: 50%)**
- Week 5

**Solving Mock Exam 2 (Target: 60%)**
- Week 5

**Solving Mock Exam 3 (Target: 70%)**
- Week 6

**Solving Mock Exam 4 (Target: 80%)**
- Week 6

**Taking Final Exam**
- Week 7

# Course Material

**Attending the Course, taking notes**
- Week 1-4

**Solving Quizzes**
- Week 1-4 (parallel)

**Practice the PMP in your Business/Life**
- Week 1-4 (parallel)

**Creating your study & summary outputs**
- Week 1-4 (parallel)

**Creating & Submitting your PMP Application**
- Week 4 (parallel)

**Solving Mock Exam 1 (Target: 50%)**
- Week 5

**Solving Mock Exam 2 (Target: 60%)**
- Week 5

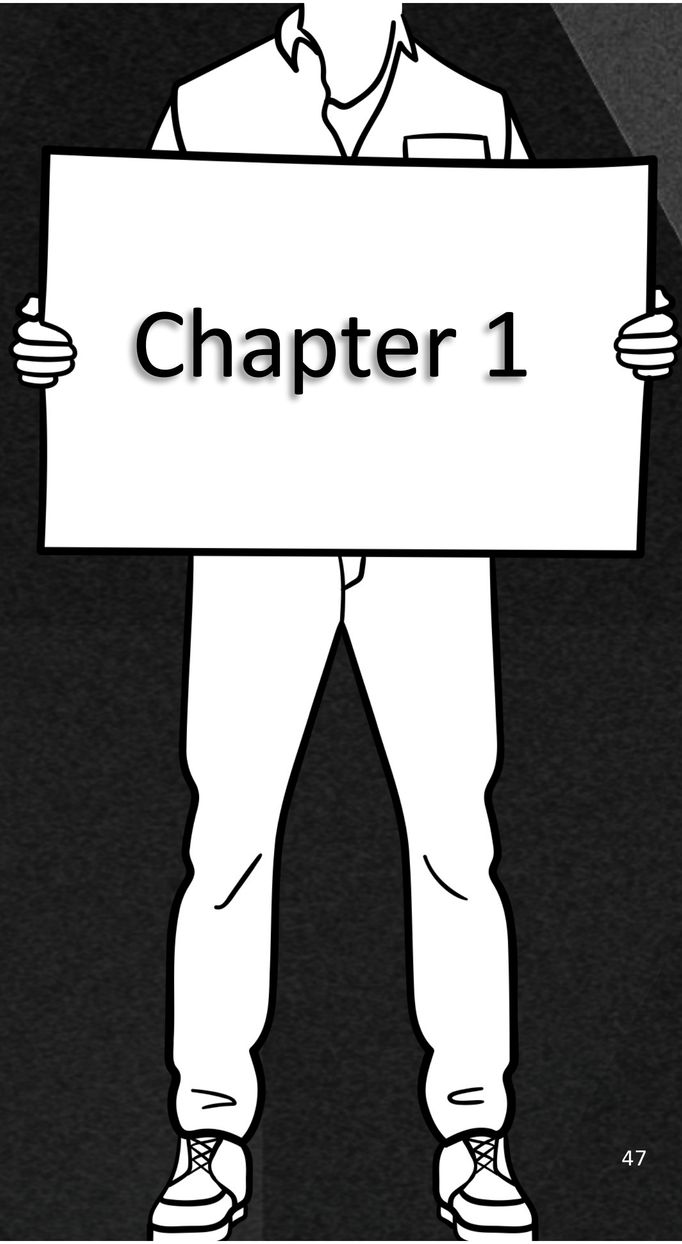
**Solving Mock Exam 3 (Target: 70%)**
- Week 6

**Solving Mock Exam 4 (Target: 80%)**
- Week 6

**Taking Final Exam**
- Week 7

# Introduction

1. Course Roadmap
2. The PMP Exam
3. The PMP Exam Content Outline - Overview
4. PMP Eligibility Requirements
5. The PMP Application (Including Audit)
6. PMP Exam Structure and Cost
7. PMP Exam Question Types
8. Tips for Passing Your Exam
9. Renewing Your PMP
10. PMP Study Plan
11. Course Material- Slides-Quizzes-Exams



# Introduction

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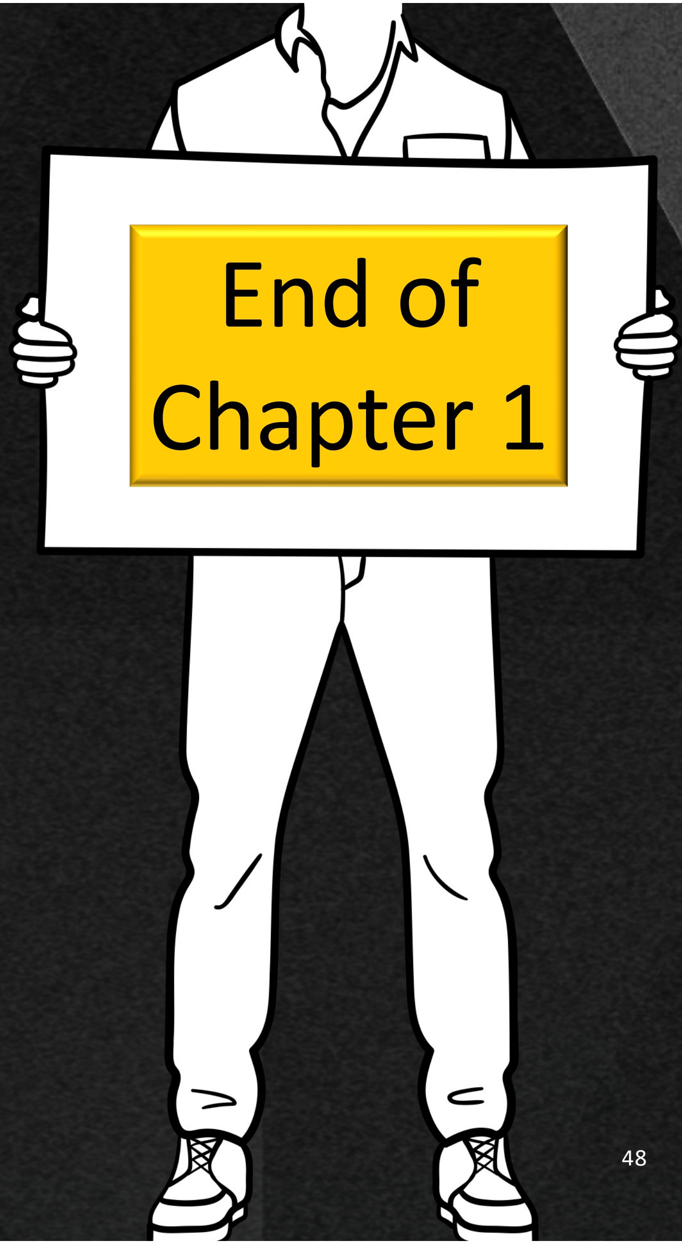


# Preassessment Quiz

# Course Content

**Chapter 1**
- Introduction

**Chapter 2**
- The Big Picture (remove all pm standatd+ add more on agile)

**Chapter 3**
- PM Standard

**Chapter 4**
- PMBOK8- processes
  - (domains- quick definition + ITTO+ outcome check+qs)

**Chapter 5**
- Initiating
  - (flow figma + quick explain+ wind tower prj temp+ai apply+qs)+ch exm

**Chapter 5**
- Planning

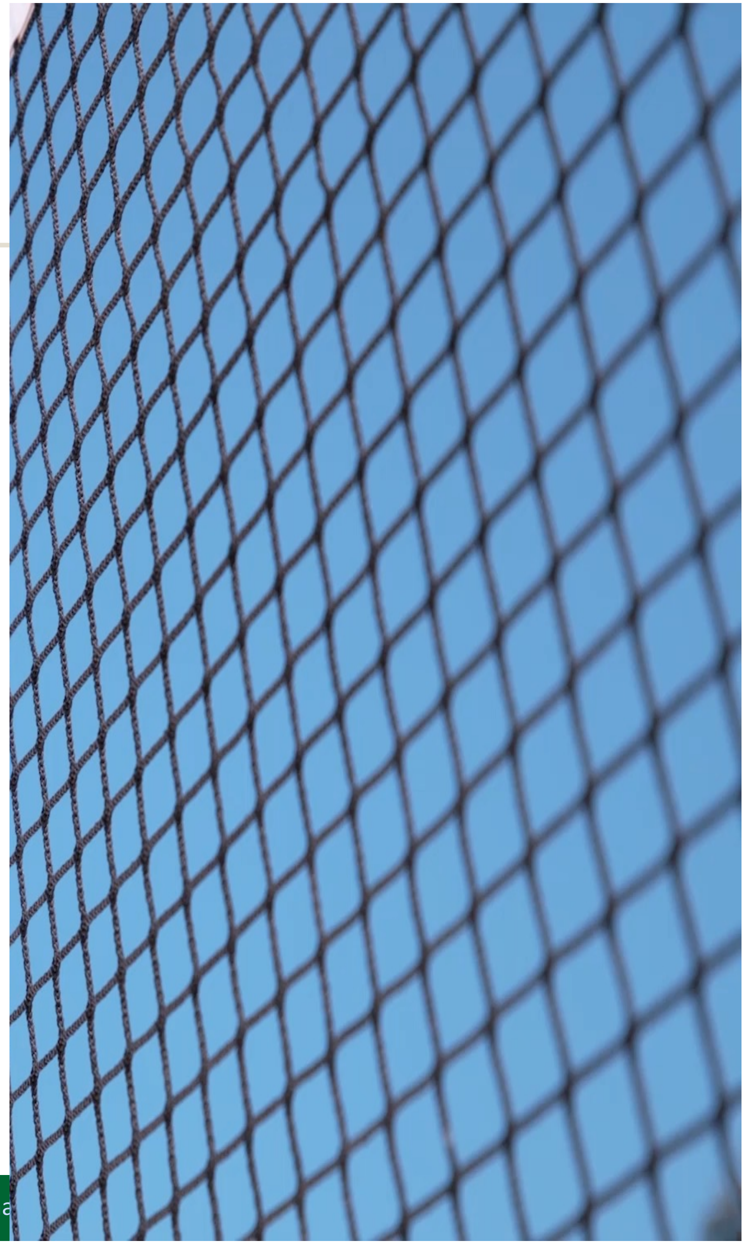
**Chapter 6**
- Exec

**Chapter 7**
- M&C

**Chapter 8**
- Closing

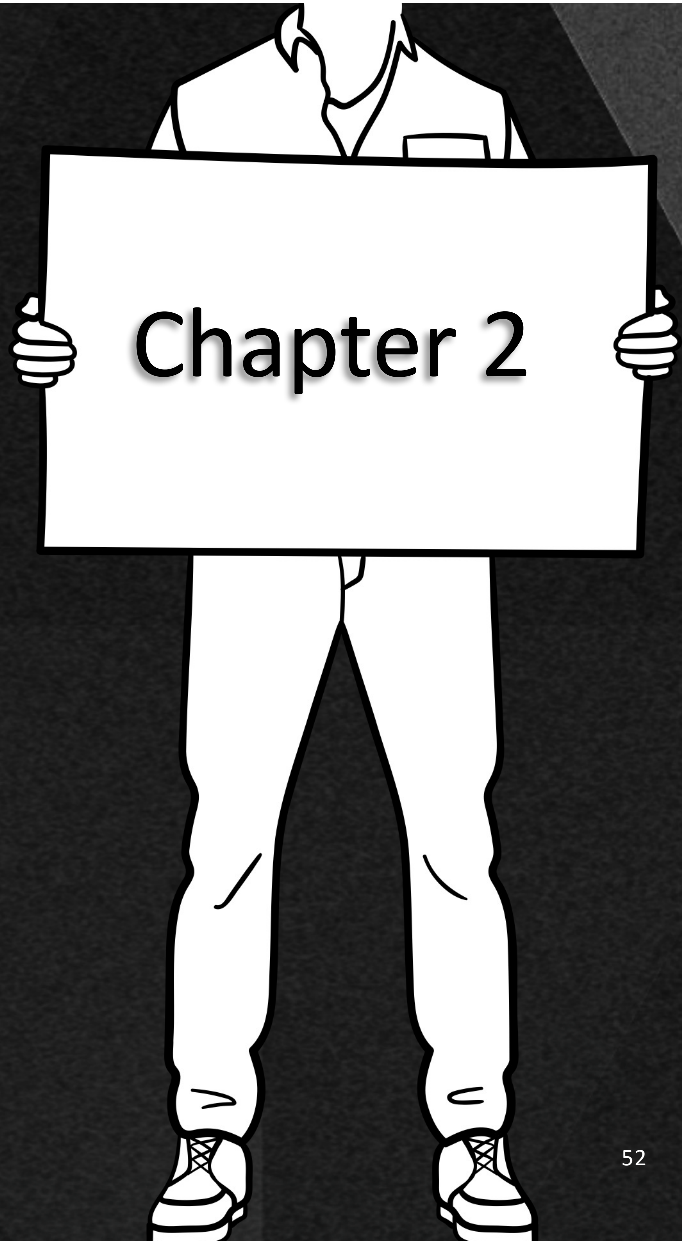
**Chapter 9**
- ECO
- Appendix

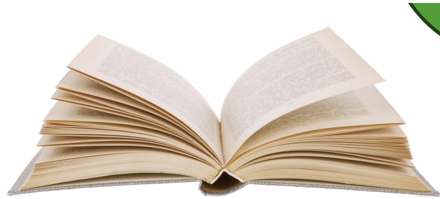
**Chapter 10**
- Getting Ready
- 4 exm – application- mental/tech- fu sheets+6s crs-ai crs- sfc crs



# The Big Picture

1. Projects & Operations
2. Why Starting Projects?
3. Programs and Portfolios
4. People in Projects
5. Project Manager
6. Project Manager Role
7. Project Manager Competence
8. Project Manager Power
9. Introduction to PMOBOK8

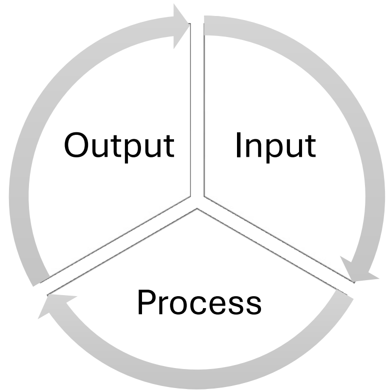




# Project and Operation

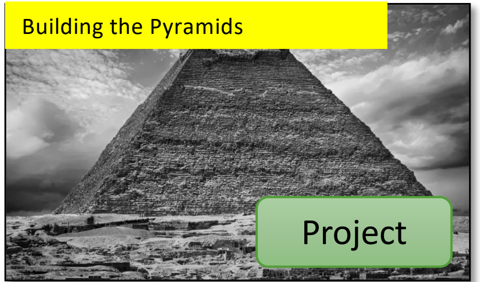
Project: project is a temporary initiative in a unique context undertaken to create value.

Operation: Concerned with managing processes. Transforms inputs to outputs. Repeated Works

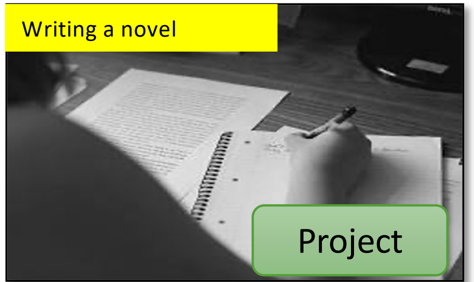




- Source: PMI (2026). PMI Lexicon of Project Management Terms.

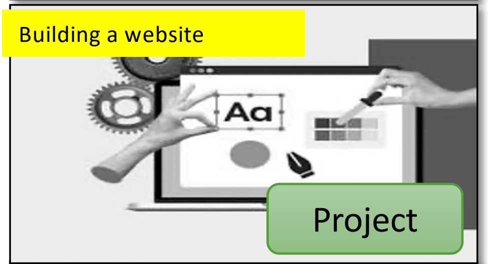
# Project & Operation



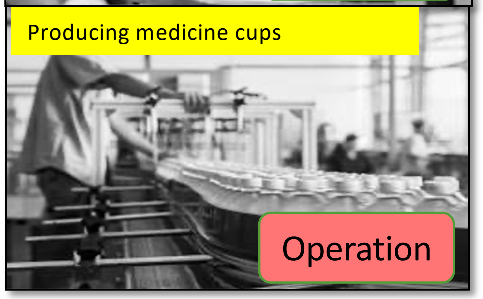




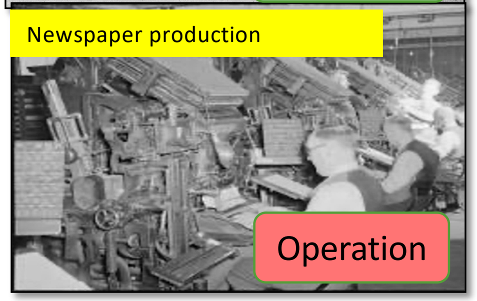








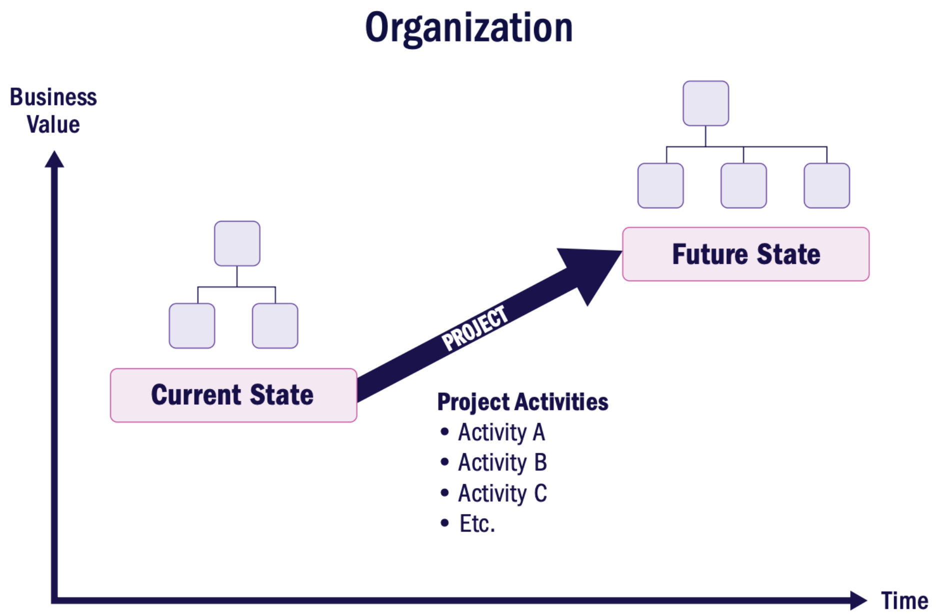




# Why Starting Projects?

Projects are authorized in response to four primary factors:

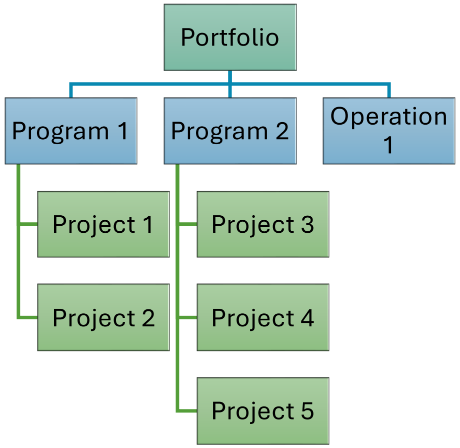
1. Meeting regulatory or legal rules.
2. Social requirements.
3. Satisfying stakeholder requests.
4. Implementing or changing business
5. Technological strategies.
6. Creating, improving,
7. Fixing products and processes.

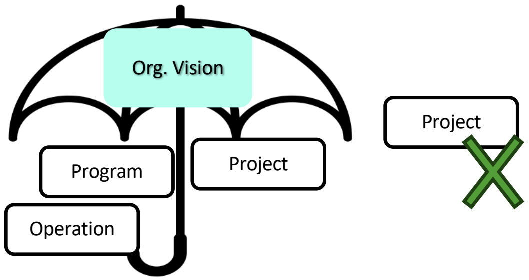


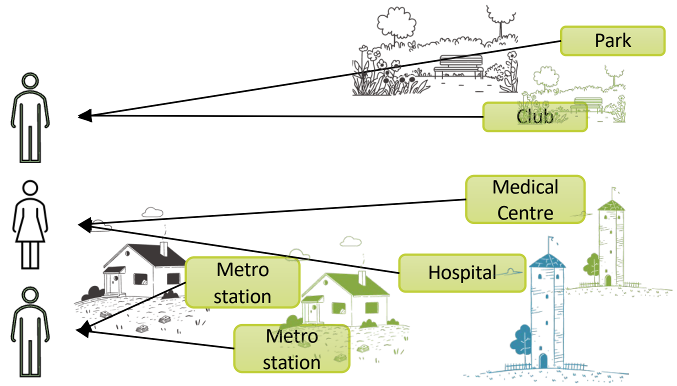
# Program and Portfolio

**Program**: A group of related projects managed together to achieve synergy.

**Portfolio**: A collection of projects and programs aligned with strategic objectives.



# Portfolios, Programs, and Project Management

| | | |
|---|---|---|
| Portfolio **Management** | A collection of subsidiary portfolios, programs, projects, and operations managed in a group to achieve strategic objectives | Aligns with business strategies |
| Program **Management** | A group of related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually | Controls components and interdependencies to realize benefits |
| Project Management | A temporary endeavor undertaken to create a unique product, service, or result | Enables achievement of organizational goals and objectives |

# PMP Questions

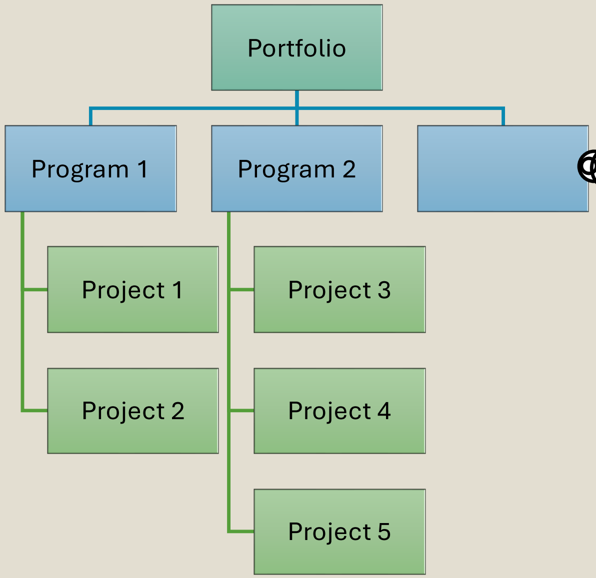
## Connect left side to correct answer in right side

| **Type** | **Examples (Mixed Order)** |
| --- | --- |
| 1- Project | A. Managing the construction of a new headquarters building, including design, construction, and commissioning. |
| 2- Program | B. Coordinating multiple initiatives to prepare a city for hosting the Olympic Games (stadiums, transportation, security, and tourism). |
| 3- Portfolio | C. Selecting and prioritizing all IT investments across the company to maximize strategic value and available budget. |
| | D. Developing and launching a new mobile banking application. |
| | E. Managing a digital transformation initiative that includes ERP implementation, employee training, process redesign, and cloud migration. |
| | F. Managing all projects and programs related to renewable energy investments within a utility company. |

| Type | Answer |
| --- | --- |
| Project | A, D |
| Program | B, E |
| Portfolio | C, F |

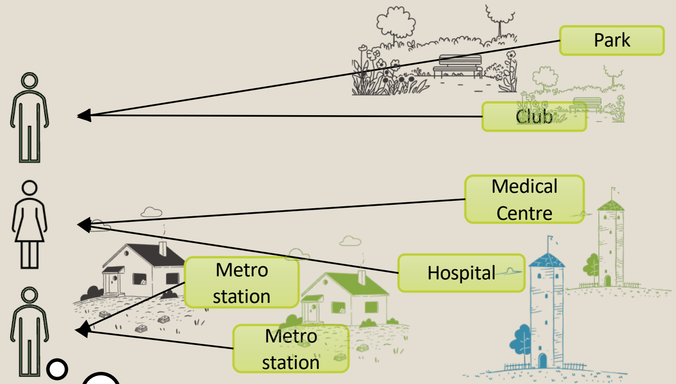
# PMP Questions

## Say Yes or No




Could this be an Opertion?

| Answer |
| --- |
| YES |




Could this program manager manage directly one of his project without permission from the project manager?

| Answer |
| --- |
| NO |

# PMP Questions

You start a new temporary initiative to achieve certain target with a duration of two months, this is a definition of

A. Portfolio
B. Operational Project
C. Program
D. Project

**D**

PMP Questions

During a meeting your manager, he refers to the difference between the ongoing endeavors that produce repetitive outputs with resources assigned to do basically the same set of tasks on daily basis and the temporary endeavors that has start and end initiated for producing unique products with resources assigned for certain activities. Your manager is referring to the difference between_____________________.

A. Permanent and temporary labors law.
B. Portfolio management and program management
C. Program management and project management
D. Operations and projects

**D**

# People in Projects = Stakeholders

Anyone can impact or be impacted by the project.

**Project Manager**
Leads project execution, coordinates resources, ensures deliverables meet requirements

**Stakeholder**
Anyone impacted by or influencing project outcomes and decisions

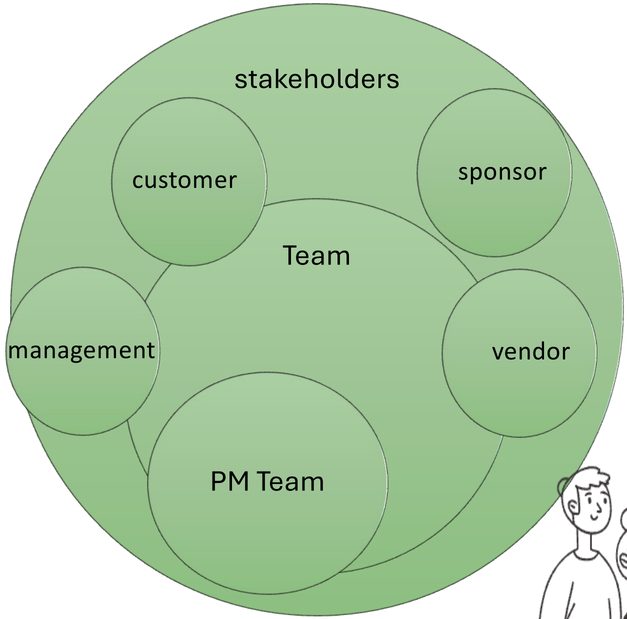
**Customer**
End user who receives and utilizes the final project deliverable

**Vendor**
External organization providing specialized services or products

**Sponsor**
Executive champion providing funding, authority, and strategic direction

**PM Team**
Core group supporting project manager with planning and control activities

**Project Team**
All individuals performing work to create project deliverables




# People in Projects

| ID | Stakeholder | Give what | Expect-Need- Focus | Appear when | Sever when |
|---|---|---|---|---|---|
| 1 | Sponsor | Fund | Deliver value- follow objective | Start & End of project<br>In middle in case of objective impacting change | At start and at end |
| 2 | Customer | Requirements- Specifications | Compliance with req and specs<br>Regular reports<br>Regular communication | All project life time | In scope validation |
| 3 | Management | Company objective- business case | Not violating company objectives<br>Not exceeding budget | All project life time | Exceeding budget |
| 4 | PM Team | Plans- Coordination- Control | Clear objectives – Support - authority | Planning- Executing- M&C- Closing | Lack of trust and communication |
| 5 | Team | Deliverables | Scope | Execution | Unclear requirement/scope |
| 6 | Vendors- Subcon | Deliverables- Resources | Scope | Execution | Unclear requirement/scope |

# PMP Questions

## Connect left side to correct answer in right side

| Stakeholder | Contribution (Mixed Order) |
|---|---|
| 1- Sponsor | A. Produces the project deliverables by completing the assigned work. |
| 2- Customer | B. Provides the organization's strategic direction and approves the business case. |
| 3- Management | C. Defines the product requirements and acceptance criteria. |
| 4- Project Manager | D. Provides funding and champions the project. |
| 5- PM Team | E. Provides specialized resources, services, or deliverables under a contract. |
| 6- Team | F. Leads the project, integrates all work, communicates with stakeholders, and is accountable for project success. |
| 7- Vendors / Subcontractors | G. Develops project plans, coordinates execution, monitors performance, and supports project control. |

| Type | Answer |
|---|---|
| 1 | D |
| 2 | C |
| 3 | B |
| 4 | F |
| 5 | G |
| 6 | A |
| 7 | E |

PMP Questions

# Who could be a Project Manager?

# Project Manager Competence

# PMP Questions

## Connect left side to correct answer in right side

| **PMI Talent Triangle** | **Example (Mixed Order)** |
| --- | --- |
| 1-Ways of Working (Processes) | A. Understanding market trends before selecting project priorities. |
| 2- Power Skills (People) | B. Selecting Agile, Predictive, or Hybrid based on project needs. |
| 3- Business Acumen (Business) | C. Resolving a conflict between two key stakeholders. |
| 4- Social Responsibilities (Environment- Sustainability) | D. Ensuring the project minimizes environmental impact. |
| | E. Creating a Work Breakdown Structure (WBS). |
| | F. Motivating a team during a difficult project phase. |
| | G. Evaluating whether the project supports the organization's strategic goals. |
| | H. Promoting diversity, equity, and inclusion within the project team. |
| | I. Performing schedule and cost risk analysis. |
| | J. Negotiating with a supplier to reach a win-win agreement. |


| **Component** | **Answer** |
| --- | --- |
| Ways of Working | B, E, I |
| Power Skills | C, F, J |
| Business Acumen | A, G |
| Social Responsibilities | D, H |

# Types of Power

### Legitimate (Formal) Power:

- Power granted by the organization, tied to the project manager's title or formal position. It authorizes the PM to assign tasks, issue directives, and demand accountability.

### Reward Power:

- The capacity to incentivize and motivate team members using things they value. This includes promotions, bonuses, desirable work assignments, or official recognition.

### Coercive (Penalty) Power:

- The authority to impose negative consequences or disciplinary actions. It is generally considered the least effective approach and should be used sparingly.

### Expert Power:

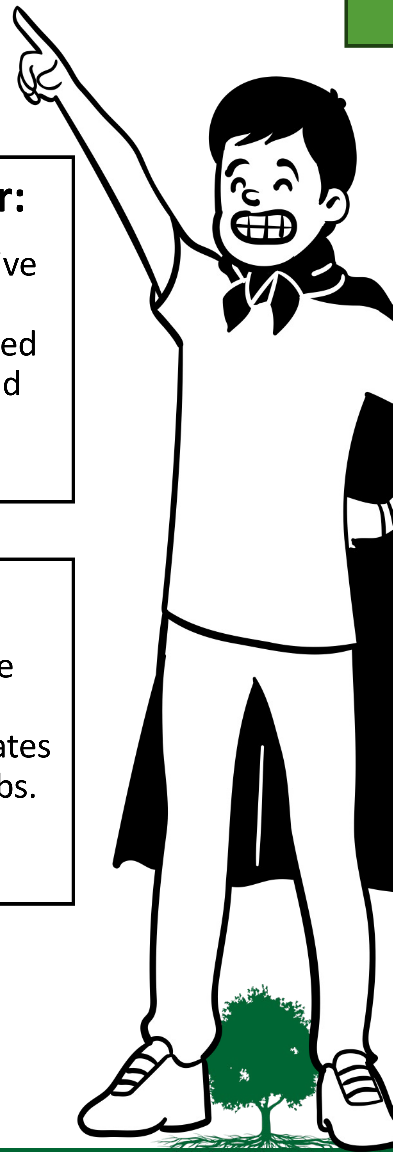
- Influence earned through specialized knowledge, technical skills, or proven project management experience. This power builds deep trust and respect from the team.

### Referent Power:

- Power stemming from charisma, interpersonal skills, and personal attractiveness. It exists because team members respect, like, or want to emulate the project manager.

### Informational Power:

- The ability to control or provide access to vital project data, schedules, or stakeholder updates that others need to do their jobs.



# PMP Questions

1-The project sponsor has officially named you as the PM in the charter, giving you the authority to assign tasks and hold the team accountable. Which power type is this?

A) Reward Power
B) Legitimate (Formal) Power
C) Referent Power
D) Informational Power

**Answer: B**

**2.** A team member finishes a critical module ahead of schedule. You nominate her for "Employee of the Month" and secure her a spot on the high-visibility client project she's been wanting. Which power type is this?

A) Reward Power
B) Expert Power
C) Coercive Power
D) Legitimate Power

**Answer: A**

**3.** A developer keeps missing deadlines despite warnings. You formally document the issue and withhold his bonus this quarter. Which power type is this?

A) Referent Power
B) Informational Power
C) Coercive (Penalty) Power
D) Reward Power

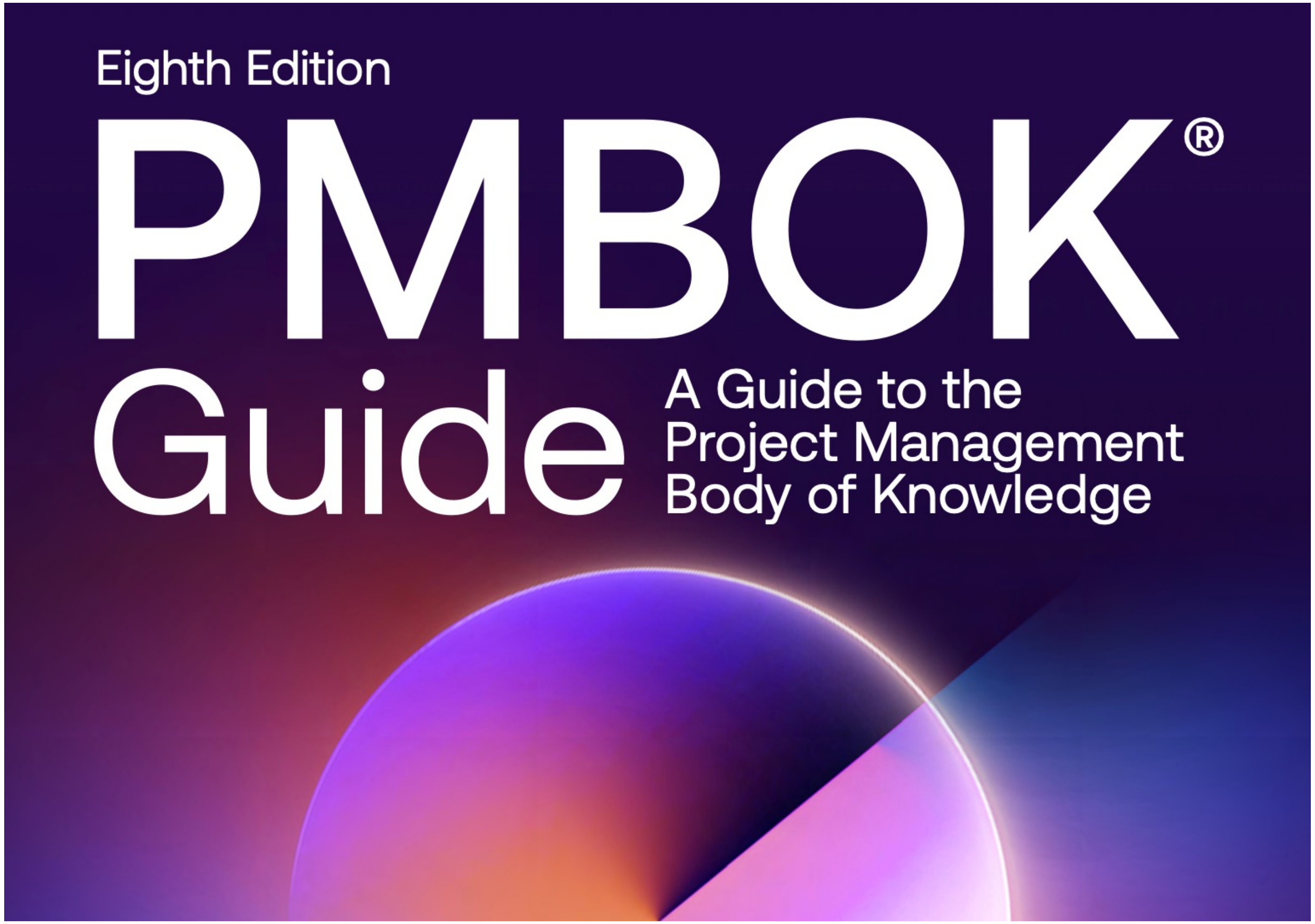
**Answer: C**

**4.** Team members go out of their way to support your decisions — not because they have to, but because they admire your integrity and want to work the way you do.
Which power type is this?

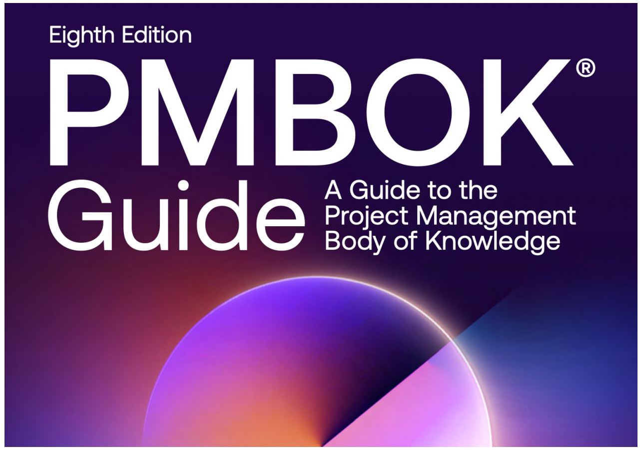
A) Coercive Power
B) Referent Power
C) Informational Power
D) Legitimate Power

**Answer: B**

# PMBOK8 Overview



# PMBOK8 Overview




**The Standard for Project Management**

**A Guide to the Project Management Body of Knowledge**

# PMBOK8 Overview

## The Standard for Project Management

- Introduction
- System for Value Delivery
- PM Principles
- PM Life Cycle

## A Guide to the Project Management Body of Knowledge

- Introduction
- Inputs & Outputs
- Tools & Techniques
- Tailoring
- Appendix1: Contributors
- Appendix2:  PMO
- Appendix3: AI
- Appendix4: Procurement
- Appendix4: PMBOK8 Evolution

PMP Questions

Which of those represent the PMBOK Guide

1- PMBOK Guide

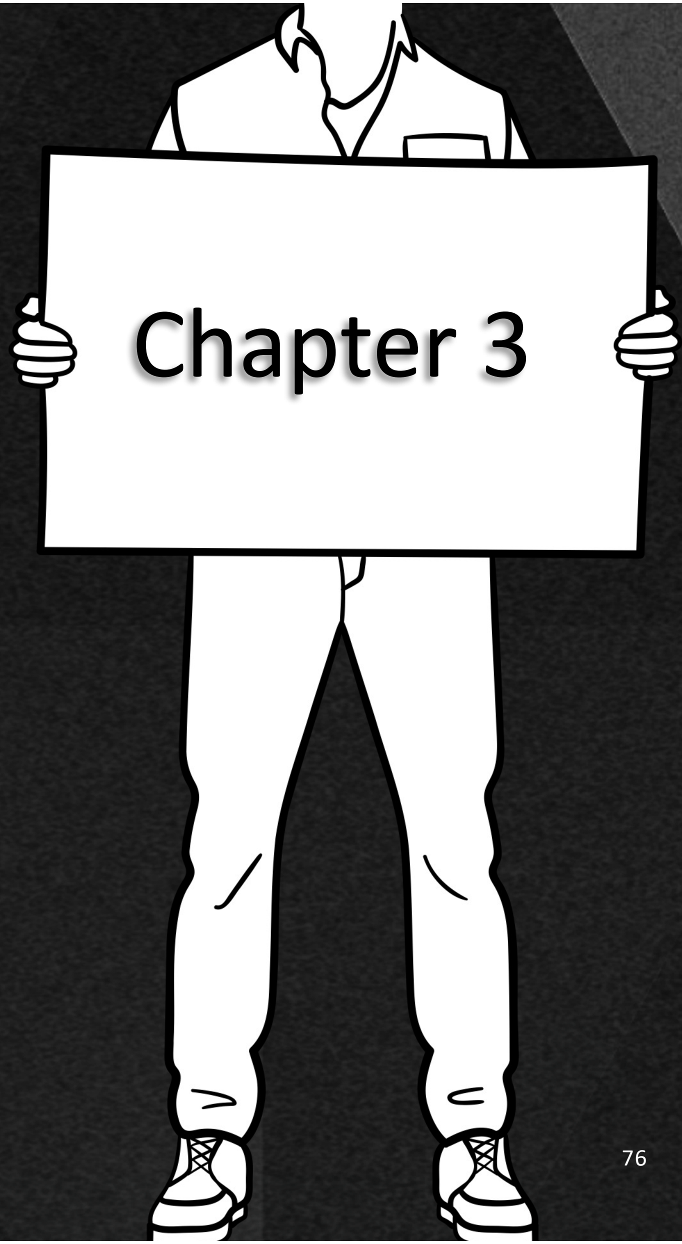
A- The Standard of Project Guidance

B- Project Management Reference of Knowledge

C- Project Management Body of Knowledge

# The Project Management Standard

1. System for Value Delivery
2. Project Environment
3. Project Management Principles
4. L4 Project Life Cycle



# Output, Outcome, Value

Output → What you produce (Product, service, or result).

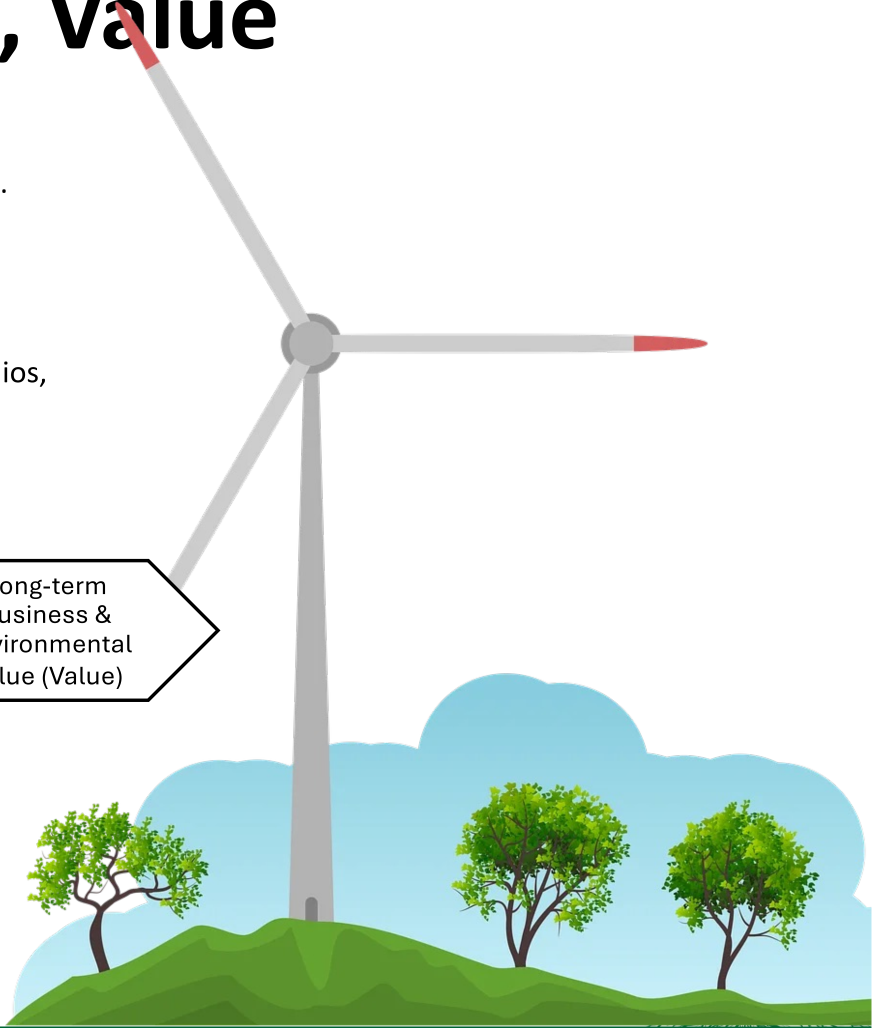
Outcome → What changes because of the output (The effect or consequence, good or bad).

Benefit → The value gained from the outcome.

Value → Benefits received − Investment made (Worth to the organization).

Value Delivery System → The organization's way of creating value through portfolios, programs,

Build Wind Tower (Project) → Wind Tower (Output) → Electricity Generation (Outcome) → Revenue & Clean Energy (Benefit) → Long-term Business & Environmental Value (Value)



# Project Success

When stakeholders agree the project delivered enough value to justify the time, cost, and effort invested.

- Project Success
  - Dimension 1 — Outcome — Achieving the intended business value and strategic goals during, after, the project is completed.
    - Financial (ex. ROI)
    - Nonfinancial (Tech.- Reputation- social)
  - Dimension 2 — PM Processes — Measures adherence to constraints:
    - Budget- Scope
    - Timeline- Quality

| | | | | |
|---|---|---|---|---|
| **Sydney Opera House** | Planned: AU$7 million, 4 years | Actual: AU$102 million, 14 years | Result: UNESCO site, global icon | Outcome success, management failure |

| | | | |
|---|---|---|---|
| **Montreal Overpass** | Overpass misaligned with bridge design | Cost: CA$11 million demolished after 1 year | Process failure impacted value delivery |

# Objectives and Key Results (OKR)

| | |
|---|---|
| Objective | Improve customer satisfaction. |
| Key result 1 | Increase Net Promoter Score (NPS®) from 50 to 70 by end of Q2. |
| Key result 2 | Reduce support response time from 24 to 12 hours. |
| Key result 3 | Achieve 90% satisfaction in post-support surveys by end of Q2. |

## How Objectives and Key Results Help Deliver Business Value

- Start with organizational objectives.
- Decide on key desired results.
- Refine further with objectives and key results:
  - Objectives are goals and intents.
  - Key results are time-bound and measurable milestones under these goals and intents.

## Objectives and key results best practices

- Support each objective with between three and five measurable key results.
- Aim for a 70% success rate to encourage competitive goal setting. A 100% success rate should be reevaluated as not challenging enough.
- Write Objectives and Key Results (OKRs) that are action oriented and inspirational and include concrete, measurable outcomes.

# Why we need to examine Business Value

PMP ECO 2.3.6

| | | | |
|---|---|---|---|
| Ensures value alignment | Enables early course corrections | Supports smarter decision-making | Ensures our work drives impact along with the project activity. |

# Business Value in each Phase

| Initiating | Planning | Executing | Closing |
|---|---|---|---|
| Define values. | Help ensure the project goals, scope, and timeline support business outcomes. | Focus on measuring value delivery. | Assess value delivery. |

# Evaluating Delivery Options to Demonstrate Value

Portfolios, programs, projects → Deliverables → Outcomes → Benefits. → Value.

## Value Realization

### Predictive

- Scope, requirements, and risks are well-defined early.
- Benefits are delivered only at the end of the project.

**Delivery Cadence: Projects use different delivery cadences based on deliverables and development approach referring to the timing and frequency of deliverables**

- Single delivery
- Multiple deliveries
- Periodic or continuous deliveries

### Adaptive

- We deliver benefits incrementally.
- Allows us to release products faster with feedback.
- Allows continuous learning.
- Shortens the value timeline or gain early return on investment.
- Early returns or feedback optimize value.
- Boosts skills, reduce failure risk

# PMP Questions

| # | Project Example (brief) | Choices |
|---|---|---|
| 1 | **Denver International Airport** — Automated baggage system failed, project delivered 16 months late and US$2 billion over budget. However, the airport became a major economic hub, boosting Denver's air traffic and regional economy for decades. | A) Outcome Success only<br>B) PM Process Success only<br>C) Both<br>D) Neither |
| 2 | **Boston "Big Dig" Highway Project** — Planned at US$2.8 billion, actual cost exceeded US$14.6 billion; years of delays, a fatal ceiling collapse, and ongoing leaks. Traffic congestion did improve somewhat, but public trust and city reputation were badly damaged. | A) Outcome Success only<br>B) PM Process Success only<br>C) Both<br>D) Neither |
| 3 | **A mid-size company's internal CRM rollout** — Delivered exactly on budget, on schedule, and met all agreed technical specs. Six months later, the sales team barely uses it, and it generated no measurable increase in customer retention or revenue. | A) Outcome Success only<br>B) PM Process Success only<br>C) Both<br>D) Neither |
| 4 | **Burj Khalifa (Dubai)** — Completed close to its planned budget and timeline, met engineering and quality standards, and became the world's tallest building — driving tourism, real estate value, and Dubai's global brand as an innovation hub. | A) Outcome Success only<br>B) PM Process Success only<br>C) Both<br>D) Neither |

| Component | Answer |
|---|---|
| 1 | A |
| 2 | D |
| 3 | B |
| 4 | C |

# Project Management Office

A department or team that centralizes and supports the management of portfolios, programs, and projects across the organization.

## PMO Types

**Supportive**
- Provides guidance and support.

**Controlling**
- Ensures compliance.

**Directive**
Directly manages projects.

**Traditional PMO**
- Administrative body enforcing standards and processes

**Service-Oriented PMO**
- Dynamic, customer-focused partner driving

## PMO 26 Services

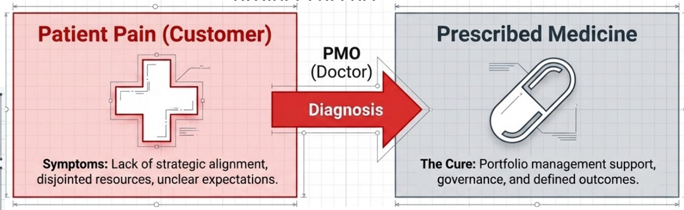
| PMO Service | Brief Description (Strategic) |
| --- | --- |
| **Advice to executive level** | Providing **strategic guidance** to senior leaders to ensure alignment between project activities and organizational objectives. |
| **Benefits realization management** | Managing and measuring the **actual value** delivered by the portfolio to ensure expected benefits are achieved. |
| **Foster project culture** | Promoting a **unified project management mindset** to enhance collaboration and support across the organization. |
| **Governance oversight** | Establishing frameworks to ensure all initiatives follow **organizational policies and standards**. |
| **Organizational change management** | Managing the impact of business transitions on projects to **minimize disruption** and ensure smooth adoption. |
| **Portfolio management** | Overseeing the **selection and prioritization** of programs and projects to optimize resource allocation. |
| **Strategic planning support** | Assisting in planning activities to ensure programs are directly linked to **long-term corporate vision**. |

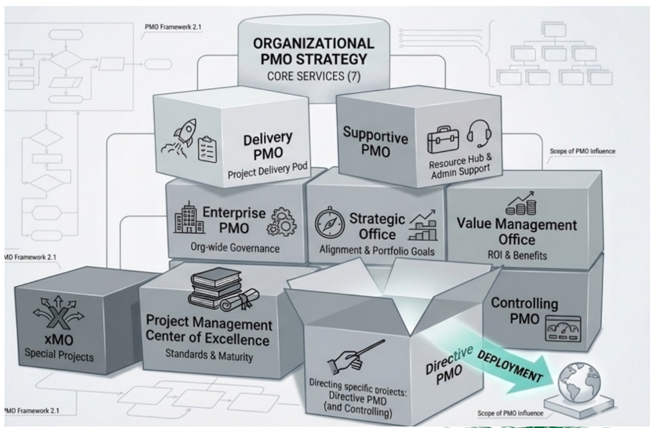
| PMO Service | Brief Description (Tactical) |
| --- | --- |
| **Knowledge management** | Capturing and sharing **lessons learned** and good practices to foster continuous organizational learning. |
| **Methodologies and frameworks management** | Developing and maintaining **standardized processes** to ensure quality and consistency in project execution. |
| **Resource management** | Strategically **allocating personnel** across projects to maximize utilization and resolve conflicts. |
| **Systems and tools management** | Maintaining the **technological infrastructure** required for effective project and portfolio tracking. |
| **Training and development** | Enhancing the **skills and competencies** of project professionals through structured educational programs. |

| PMO Service | Brief Description (Operational) |
| --- | --- |
| **Audit assessments** | Conducting compliance checks to identify project issues and recommend **performance improvements**. |
| **Change control management** | Overseeing the formal process for managing **scope and objective changes** within individual projects. |
| **Customer relationship management** | Managing interfaces with project customers to ensure their **expectations are met** throughout the lifecycle. |
| **Data analytics and reporting** | Providing data-driven insights and status reports to support **informed decision-making**. |
| **Issue management** | Identifying and resolving project-level obstacles promptly to **prevent negative impacts** on success. |
| **Mentoring and coaching** | Offering direct guidance to project managers and teams to **improve their individual performance**. |
| **Performance management** | Monitoring projects to ensure they deliver the expected **outputs and outcomes**. |
| **Program management** | Coordinating related projects to deliver **collective benefits** that wouldn't be possible individually. |
| **Project management** | Directly managing initiatives to meet specific **time, scope, and budget** constraints. |
| **Project support services** | Providing **administrative and technical assistance** to project managers for coordination and planning. |
| **Quality assurance** | Implementing systematic processes to verify that all project deliverables meet **defined standards**. |
| **Risk management** | Identifying and mitigating potential threats to ensure **project stability**. |
| **Specialized services** | Providing **niche expertise** or technical knowledge that a project manager may lack. |
| **Stakeholder engagement** | Identifying and managing the needs and involvement of **key project participants**. |

## PMO 30 Outcomes

| | | | | | |
| --- | --- | --- | --- | --- | --- |
| Greater strategic alignment | Better portfolio balance | Higher return on investment (ROI) | Improved organizational maturity | Better realization of benefits | Increased innovation |
| Streamlined processes | Faster time-to-market | Better project prioritization | Enhanced decision-making | Better control over project teams | Better definition of roles |
| Better talent management | Effective knowledge transfer | Optimized resource utilization | Better availability of skilled resources | Improved resource forecasting | Reduction of risk exposure |
| Improved compliance | Better risk management | Stronger governance | Reduced regulatory risk | Better quality of project results | Increased project success rate |
| Reduced project failures | Improved cost control | Faster issue resolution | Improved availability of information | Improved stakeholder engagement | Improved collaboration |

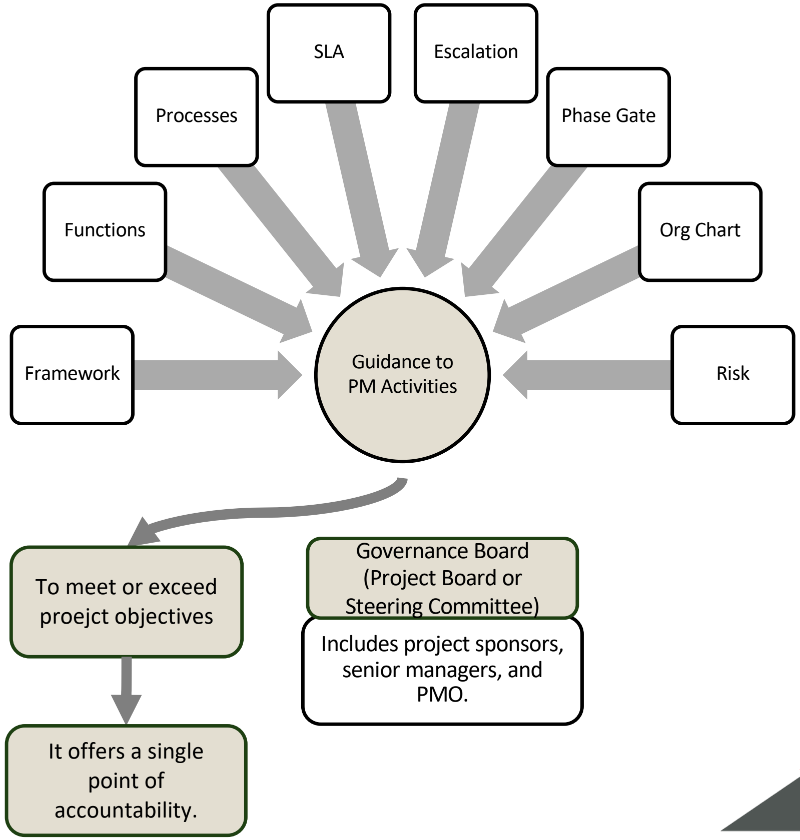


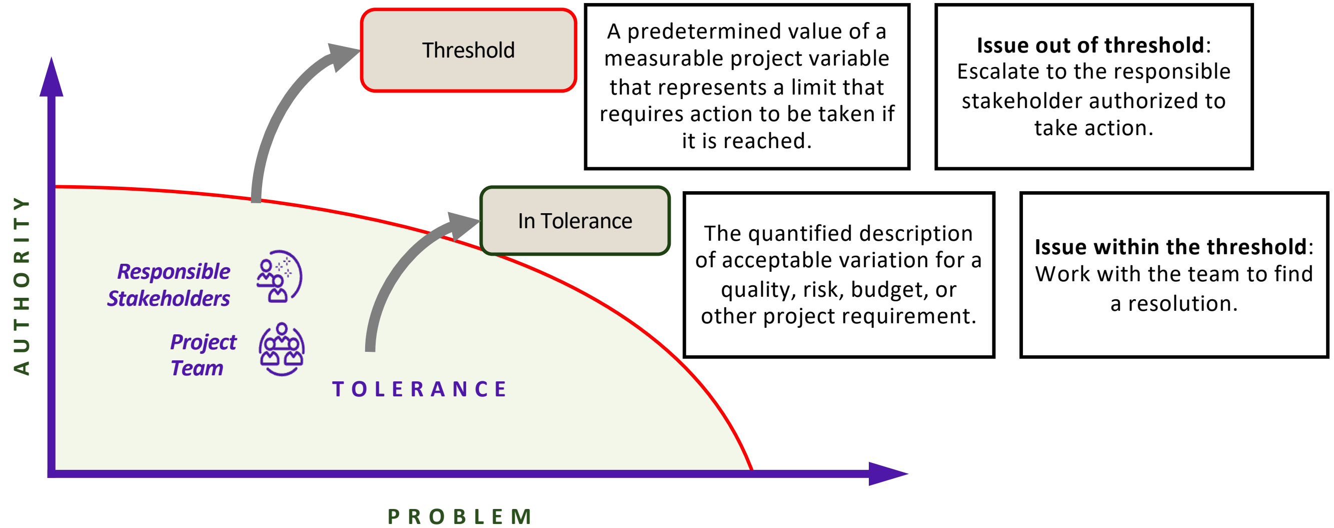



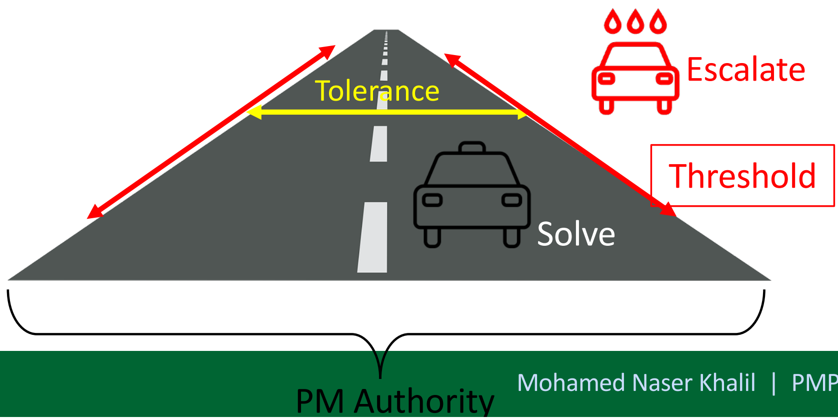
# Project Governance

PMP ECO 3.1.3

Governance is the framework for directing and enabling an organizations through its established policies, practices, and other relevant documentation.




Governance in Waterfall & Agile

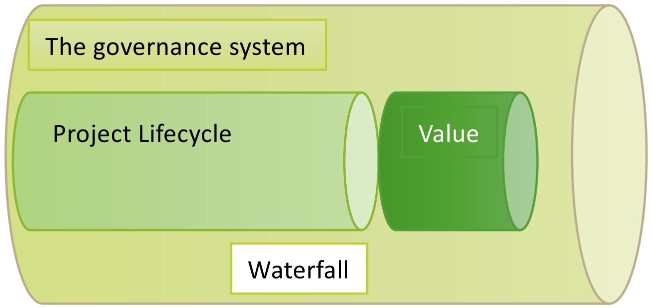
Waterfall: Governance

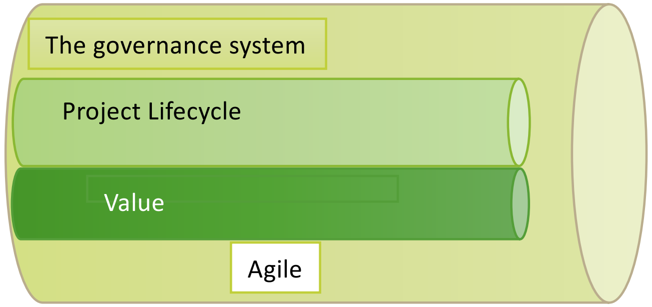
Agile: Governance or SAFe® "Scaled Agile Framework"

# Project Governance

PMP ECO 3.1.3

What is the relation between: The governance system - project life cycle – Project Objectives?




Phase 1 → Phase 2 → Phase 3

Phase Gate

| | | |
|---|---|---|
| Schedule and facilitate governance meetings and stage gate reviews. | Encourage active stakeholder participation and feedback. | Use governance checkpoints to realign scope, resources, or timelines if needed. |

Project

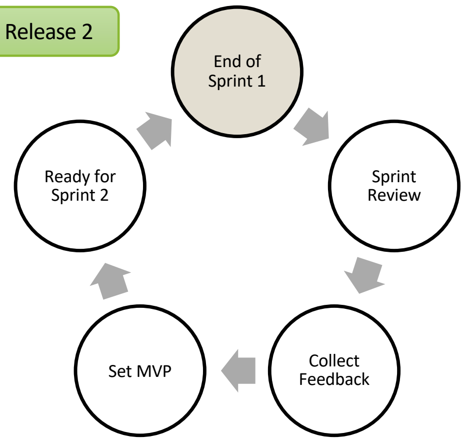
Release 1

Release 2

Sprint 1

Sprint 2

Sprint 3




Min Viable Product (MVP):
The smallest collection of features that can be included in a product for customers to consider it functional. In Lean methodologies, it can be referred to as "bare bones".

# Compliance

PMP ECOs 3.2.1: 3.2.7

**Compliance:** Adhering to established rules, standards, policies, and procedures.

| Internal- external standards | Examples | Classifications |
|---|---|---|
| •Government regulations<br>•Corporate policies<br>•Product and project quality<br>•Project risk | •Government regulations<br>•Corporate policies<br>•Product and project quality<br>•Privacy laws<br>•Handling of sensitive information<br>•Customer regulations<br>•Country Laws | •Environmental risks<br>•Workplace health and safety<br>•Ethical/noncorrupt practices<br>•Social responsibility<br>•Quality<br>•Process risks |

**Cost of Noncompliance**

- Reworking deliverables
- Financial penalty or loss of income
- Legal action
- Loss of Trust

- Compliance stewardship: It's your responsibility!
- Compliance = Project Objectives
- Larger organizations or those in highly regulated industries typically have a compliance department or officer.
- Responsibility:
  - PMO monitors compliance at the organizational level.
  - PM& Project team monitors compliance at project level.

| Investigating | Your Tasks |
|---|---|
| •Who handles compliance in the organization?<br>•What legal or regulatory requirements impact the organization? (safety-data protection)<br>•What is the organization's quality policy?<br>•Are the team and stakeholders aware of compliance matters? | •Early planning for compliance<br>•Monitoring during execution<br>•Review before project close.<br>•Update risks regularly.<br>•Ask specialists.<br>•Conduct compliance audits.<br>•Follow policies, standards, and procedures.<br>•Maintain decision traceability.<br>•Provide honest, consistent reporting.<br>•Communicate risks and recovery plans. |

## Approaches for Measuring Project Compliance

| Waterfall | Agile | Hybrid |
|---|---|---|
| • Overall progress<br>• Project activities<br>• Deliverable statuses<br>• Risk reports | • Release roadmaps<br>• Kanban board<br>• Cumulative flow diagrams<br>• Risk burndown charts | • Testing and validation activities<br>• Audits and inspections<br>• Acceptance and validations |

# PMP Questions

At the end of a project phase, a review is conducted to determine the next steps. What is this review process called, and what decisions can be made during this point review?

- A) Project Kickoff Meeting.
- B) Phase Gate Review.
- C) Stakeholder Meeting.
- D) Risk Assessment.

B

PMP Questions

You are a Project Manager (PM) leading a project to redesign your company's website. The design team has completed the mockups, and you've presented them to the client for review. The client provides feedback, including some minor revisions and a few larger requests that significantly alter the original design concept. What is the MOST appropriate next step according to established escalation paths?

A. Immediately implement the client's revisions - the client is always right.
B. Discuss the revisions directly with the design team and incorporate the changes.
C. Hold another meeting with the client to clarify their needs.
D. Follow the established project governance structure for escalating issues.

D

## PMP Questions

A Project Manager works in a coordination project that coordinates the design work among 4 big design companies in landscape, architecture, structure, and MEP fields. he received on daily basis more than 18 compliance requirements in all the project aspects, what is the best action the project manager should take to manage those requirements.

A. Categorizes those compliance requirements.

B. Gives priority to the Landscape requirement since it starts first.

C. Refers to the tolerance metrics in the project management plan.

D. Refers to the configuration management plan.

A

## PMP Questions

A project manager learns that there is an official new compliance requirement received from a third-party entity to be followed. the project manager learns that this new compliance threaten the project end date as the team doesn't have the required skills to compliance this compliance. How should the project manager proceed?

A. Research the requirement and possible consequences, then provide a report to the customer.

B. Address the requirement through the creation of a quality management plan.

C. Decline to address the issue, as the new requirement is not part of the project's documented scope.

D. Prepare your team by providing a related training.

D

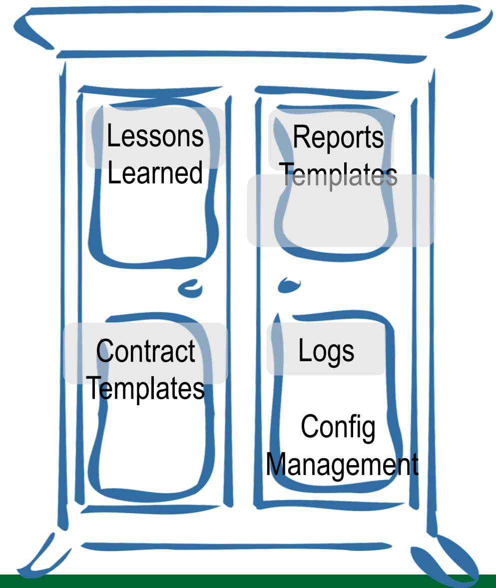
# Enterprise Environmental Factors (EEFs)

You need to be familiar with business plans, reorganizations, process changes and other internal activities and also external conditions that may impact your projects.


# Organizational Process Assets (OPAs)

PMP ECO 3.1.1

- Processes, policies and procedures
  - Examples: Organizational charts - Procurement rules - Hiring and onboarding procedures
- Organizational knowledge bases
  - Examples: Engineering wikis - Libraries or archives - Lessons learned repositories



# EEFs + OPAs = Organizational Influences

**Internal**

Examples: Resource capabilities - Organizational culture - IT software - Distribution of facilities

**External**

PESTLE: Political, economic, socio-cultural, technical, legal, environmental

TECOP: Technical, environmental, commercial, operational, political

VUCA: Volatility, uncertainty, complexity, ambiguity

Examples: Marketplace conditions - Laws, regulations and standards - Operating conditions - Social and cultural influences

**Influences**

- **Internal and External EEFs**

  Conditions outside the immediate control of the team, and that influence, constrain, or direct the portfolio, program, or project.

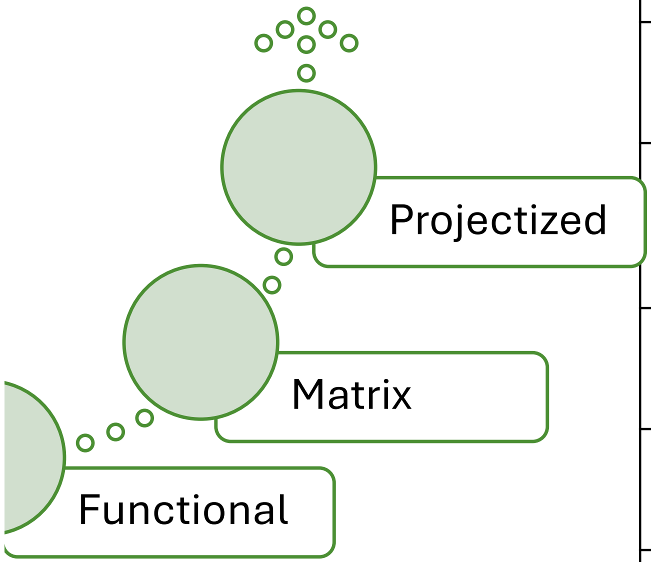
  - **External**
  - **Internal**

- **Internal OPAs**

  Refers to all the implicit input or assets on processes used by an organization in operating a business. This may include, but is not limited to, business plans, processes, policies, protocols, and knowledge.

  - **Processes, Policies, and Procedures**
  - **Corporate Knowledge Base**

# Organizational Structures




| Factor | Functional | Matrix | Project-oriented |
|---|---|---|---|
| Team member loyalty | Functional department | Conflicted loyalty | Project |
| Team member reporting | Functional manager | Both functional manager and project manager | Project manager |
| Project manager role | Seldom identified | Coordinator to full project manager | Full-time and responsible |
| Team member role | Part-time on project | Part-time on project | Full-time on project (preferred) |
| Control of project manager over team members | Nonexistent (functional manager controls) | Medium – shared with functional manager/sponsor | High |

Weak – Balanced- Strong

# PMP Questions

As a project progresses, the project manager and other key stakeholders such as the project sponsor need to have visibility into the business plans, reorganizations, process change as these factors can dramatically impact the scope of the project. These factors refer to:

A. External Business Environment
B. Internal Business Environment
C. Project Management Plan
D. Organizational Process Assets

B

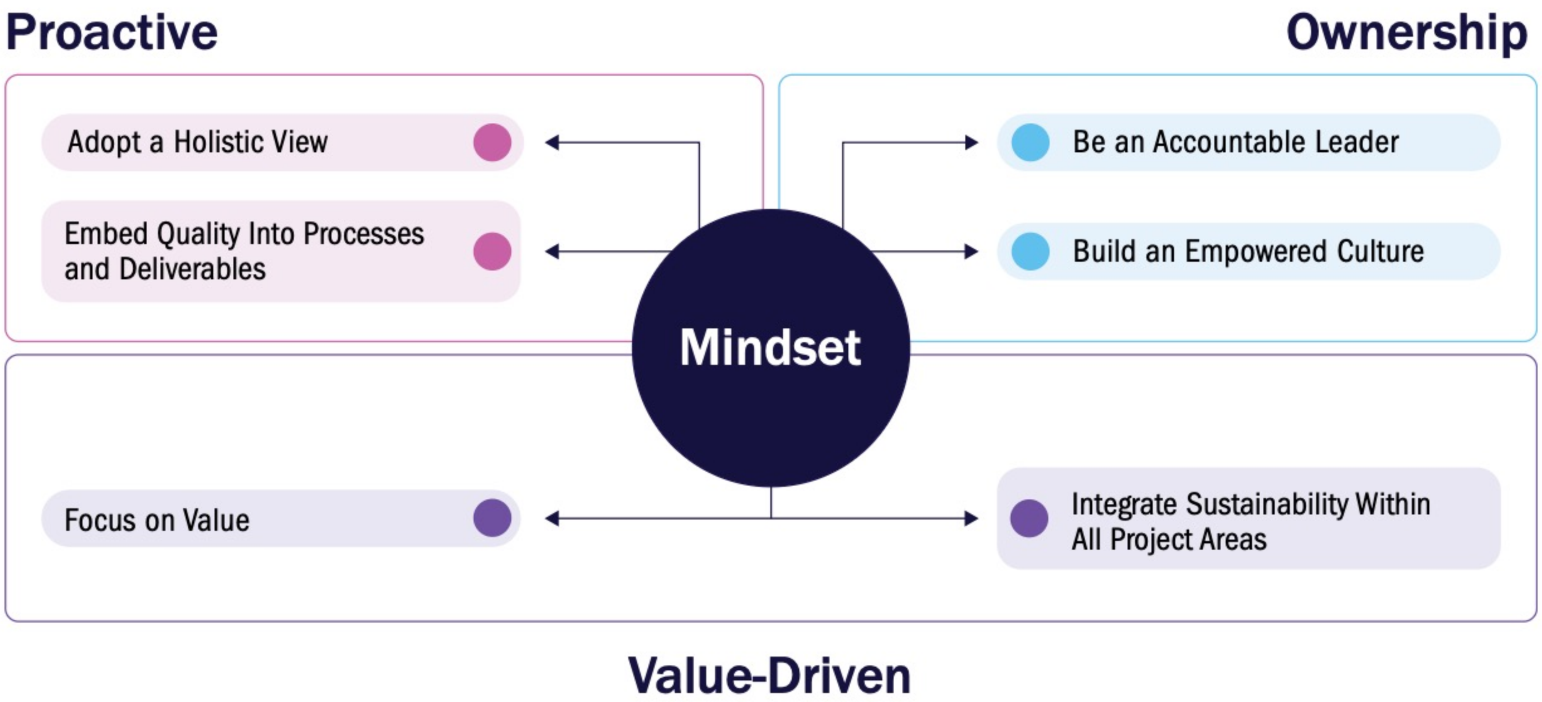
## PMP Questions

A project manager should understand that cultures have a strong influence on a project’s ability to meet its objectives, he or she also needs to know which individuals in the organization are the decision makers or influencers and work with them to increase the probability of the project success. This is part of understanding the:

A. Organizational Process Assets (OPA)
B. Organizational Structure
C. PMO Management
D. Enterprise Environmental Factors (EEF)

D

# Project Manager Mindset



## 1. ADOPT A HOLISTIC VIEW

### Adopt a Holistic View

**Adopt a holistic view throughout the project life cycle, from initiation all the way to execution and closing, ensuring seamless integration and alignment at every stage.**

- Viewing a project holistically helps ensure that decisions consider all interconnected elements, optimizing alignment with overarching objectives and enhancing project sustainability.
- Proactively managing risks across all project domains anticipates challenges and strengthens project resilience, minimizing potential disruptions.
- Engaging stakeholders throughout the project life cycle fosters collaboration, integrates diverse perspectives, and raises the probability that desired outcomes are achieved.

## 2. FOCUS ON VALUE

### Focus on Value

**Continually evaluate and adjust project alignment to business objectives and intended benefits and value.**

- Value per unit of investment is the ultimate indicator of project success.
- Value can be realized throughout the project, at the end of the project, or following project completion.
- Value, and the benefits that contribute to it, can be defined in quantitative and/or qualitative terms.
- Project teams focus on outcomes that maximize value creation and meet or exceed target business objectives.
- Project teams evaluate progress and adapt to maximize the expected value.

## 3. EMBED QUALITY INTO EVERY STEP

### Embed Quality Into Processes and Deliverables

Embed quality into processes and deliverables to maintain a consistent focus on achieving target quality thresholds. This emphasis on quality helps to ensure outcomes that meet project objectives and align with the needs, requirements, and acceptance criteria set by relevant stakeholders.

- Project quality entails satisfying relevant stakeholders' expectations and fulfilling project and product requirements.
- Quality focuses on meeting acceptance criteria for deliverables.
- Project quality entails ensuring project processes are appropriate and as effective as possible.

## 4. BE AN ACCOUNTABLE LEADER

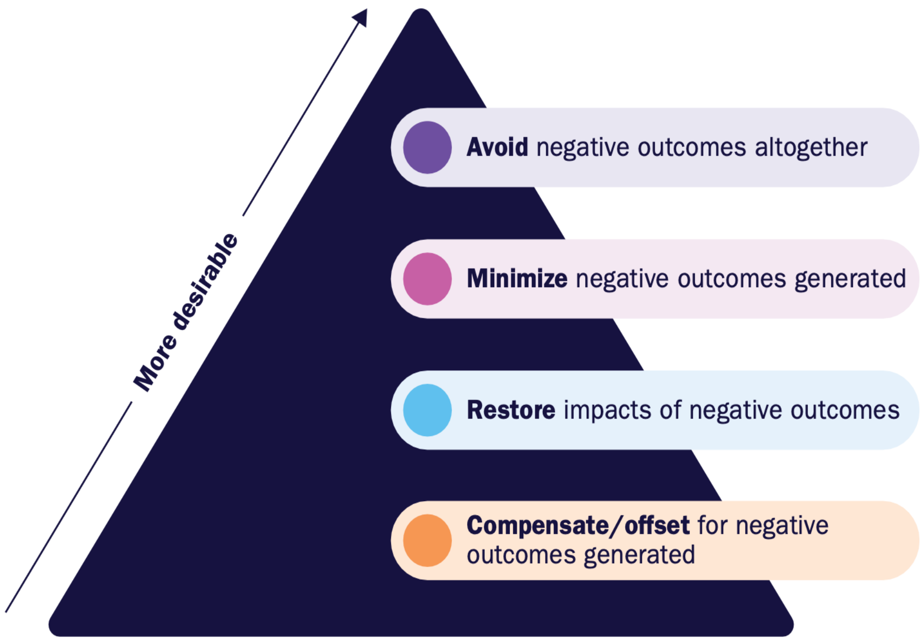
### Be an Accountable Leader

Demonstrate leadership behaviors and be an accountable leader by guiding your team with integrity, making responsible decisions, and fostering a culture of trust and responsibility.

- Leaders influence, inspire, and motivate others.
- Leaders are accountable for their actions.
- Effective leaders lead by example.
- Leaders demonstrate responsibility, respect, fairness, and honesty.
- Effective leaders adapt their style to the situation.
- Leaders foster an environment of psychological safety.
- Any project professional, stakeholder, and team member can demonstrate leadership behaviors.

## 5. INTEGRATE SUSTAINABILITY

Sustainability means meeting present needs without compromising future generations. This requires balancing the **Triple Bottom Line**.



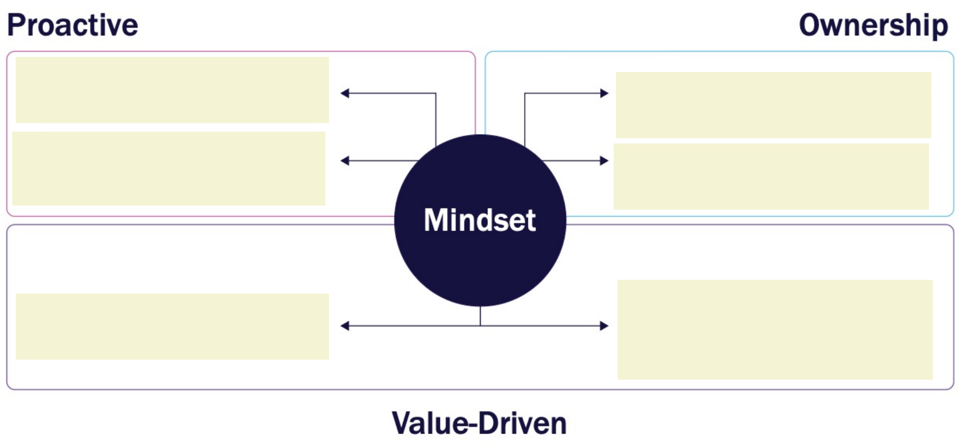

## 6. BUILD AN EMPOWERED CULTURE

### Build an Empowered Culture

**Build an empowered culture that fosters proactive collaboration and promotes unity in shared objectives efficiently and effectively through stakeholders and teams with diverse skills, knowledge, and experience.**

- Stakeholders determine the success of projects.
- Stakeholders and team members on a project are key to its success, and they should be empowered across many dimensions.
- A collaborative project environment enables stakeholders and team members to contribute their ideas and recommendations freely and proactively to meet project outcomes.
- Knowing that key stakeholders can highly influence project performance and outcomes, motivated and empowered project teams actively engage with them to maximize value delivery.

# Project Manager Mindset




•Focus on Scope Only
•Maximize Profit at Any Cost
•Prioritize Schedule over Quality
•Integrate Sustainability within All Project Areas
•Avoid Stakeholder Involvement
•Delegate Responsibility, Not Accountability
•Work Independently Without Collaboration
•Build an Empowered Culture
•Ignore Lessons Learned
•Resist Organizational Change
•Deliver Outputs Regardless of Benefits
•Focus on Activities Instead of Value
•Accept Low Quality to Meet Deadlines
•Focus on Value
•Treat Risk Management as an Optional Activity
•Limit Communication to Senior Management Only
•Prioritize Short-Term Results Over Long-Term Value
•Avoid Cross-Functional Collaboration

•Avoid Innovation to Reduce Uncertainty
•Make Decisions Based on Assumptions Only
•Manage Projects in Functional Silos
•Adopt a Holistic View
•Focus on Individual Success Instead of Team Success
•Consider Sustainability Only at Project Closing
•Wait for Problems Instead of Being Proactive
•Success Means Finishing on Time Only
•Ignore Customer Feedback After Planning
•Blame Team Members for Project Issues
•Micromanage Every Task
•Keep Knowledge Within the Project Team
•Skip Continuous Improvement Activities
•Be an Accountable Leader
•Measure Success Only by Budget Performance
•Treat Stakeholders as Obstacles
•Postpone Quality Checks Until the End
•Follow the Plan Even When It No Longer Creates Value
•Embed Quality into Processes and Deliverables

# Project Management Domains

### Governance
- Establishing oversight and decision-making frameworks.

### Scope
- Defining and managing the boundaries of work and quality.

### Schedule
- Managing timelines and delivery cadence.

### Finance
- Overseeing budgets and ensuring return on investment.

### Stakeholders
- Engaging those influenced by or influencing the project.

### Resources
- Managing the people and physical assets required for execution.

### Risk
- Addressing uncertainty through proactive identification and response.

# Principles and Domains

# Project Management Domains

### Governance
- Establishing oversight and decision-making frameworks.

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- Overseeing budgets and ensuring return on investment.

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- Engaging those influenced by or influencing the project.

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- Managing the people and physical assets required for execution.

### Risk
- Addressing uncertainty through proactive identification and response.

# Project Management Processes

Initiating

Planning

Executing

Monitoring and Controlling

Closing

| Performance Domains | Project Management Focus Areas | | | | |
|---|---|---|---|---|---|
| | **Initiating Focus Area** | **Planning Focus Area** | **Executing Focus Area** | **Monitoring and Controlling Focus Area** | **Closing Focus Area** |
| **Governance** | • Initiate Project or Phase | • Integrate and Align Project Plans<br>• Plan Sourcing Strategy | • Manage Project Execution<br>• Manage Quality Assurance<br>• Manage Project Knowledge | • Monitor and Control Project Performance<br>• Assess and Implement Changes | • Close Project or Phase |
| **Scope** | | • Plan Scope Management<br>• Elicit and Analyze Requirements<br>• Define Scope<br>• Develop Scope Structure | | • Monitor and Control Scope<br>• Validate Scope | |
| **Schedule** | | • Plan Schedule Management<br>• Develop Schedule | | • Monitor and Control Schedule | |
| **Finance** | | • Plan Financial Management<br>• Estimate Costs<br>• Develop Budget | | • Monitor and Control Finances | |
| **Stakeholders** | • Identify Stakeholders | • Plan Stakeholder Engagement<br>• Plan Communications Management | • Manage Stakeholder Engagement<br>• Manage Communications | • Monitor Stakeholder Engagement<br>• Monitor Communications | |
| **Resources** | | • Plan Resource Management<br>• Estimate Resources | • Acquire Resources<br>• Lead the Team | • Monitor and Control Resourcing | |
| **Risk** | | • Plan Risk Management<br>• Identify Risks<br>• Perform Risk Analysis<br>• Plan Risk Responses | • Implement Risk Responses | • Monitor Risks | |

Governance

Scope

Schedule

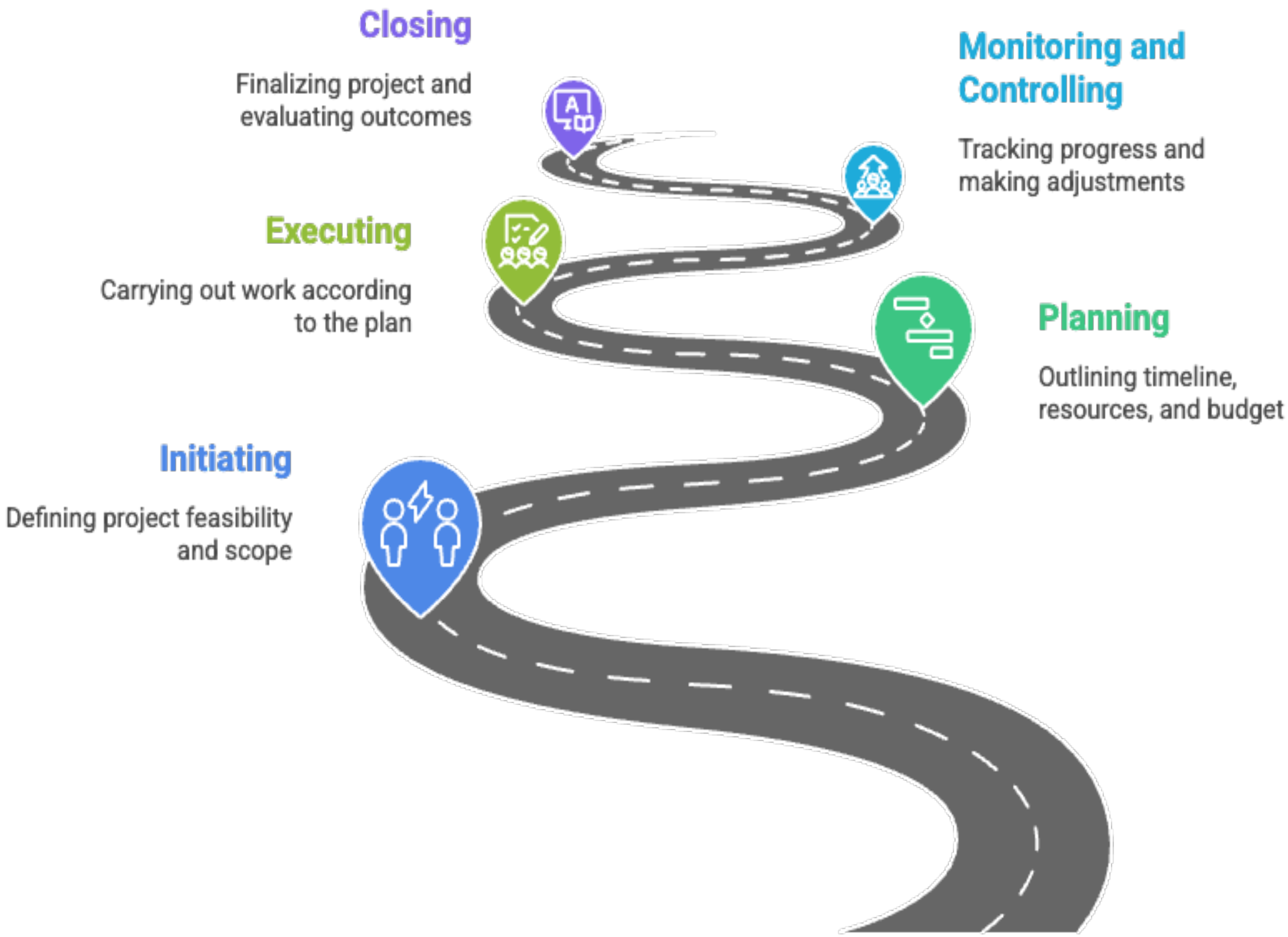
Finance

Stakeholders

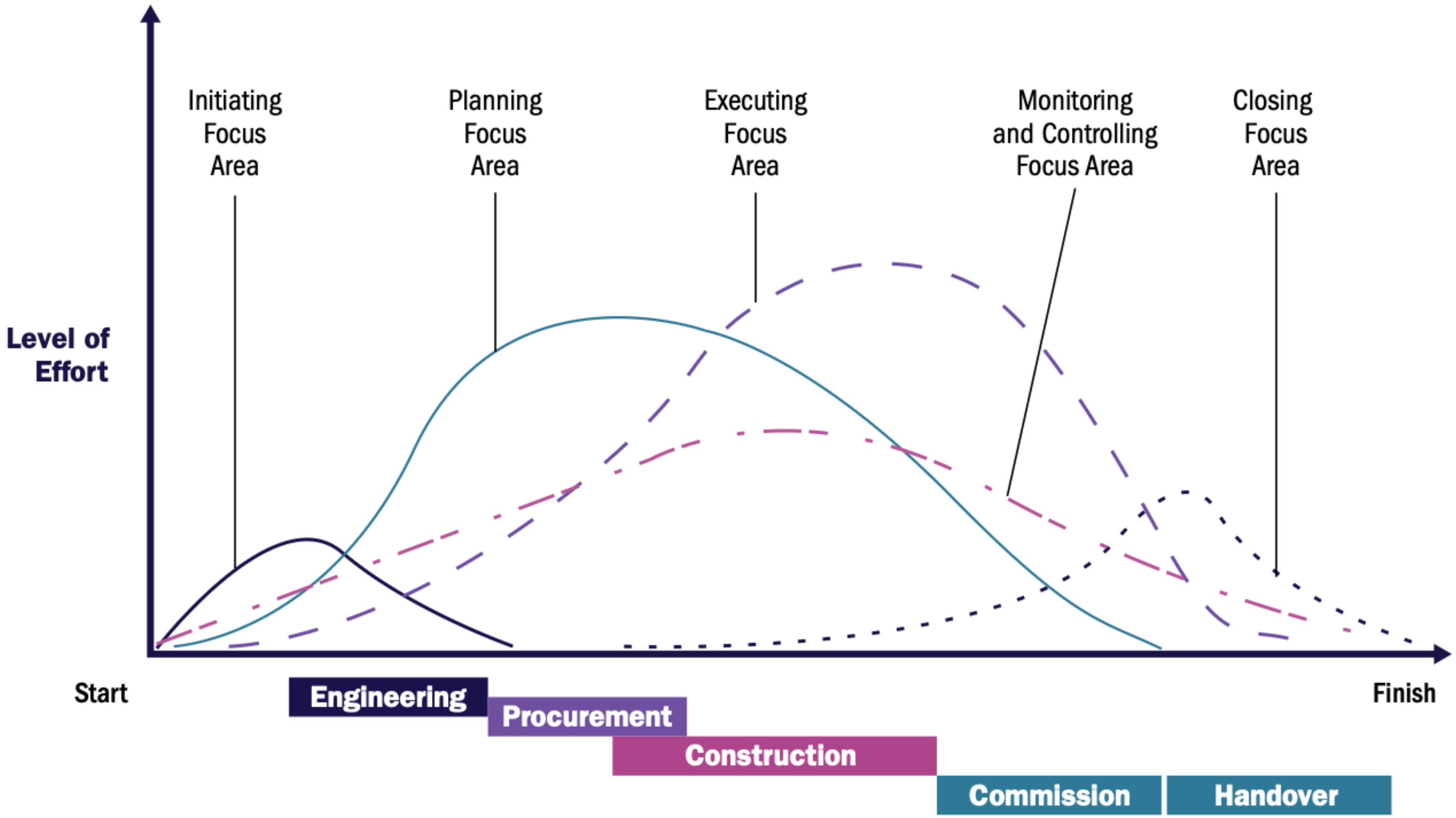
Resources

Risk

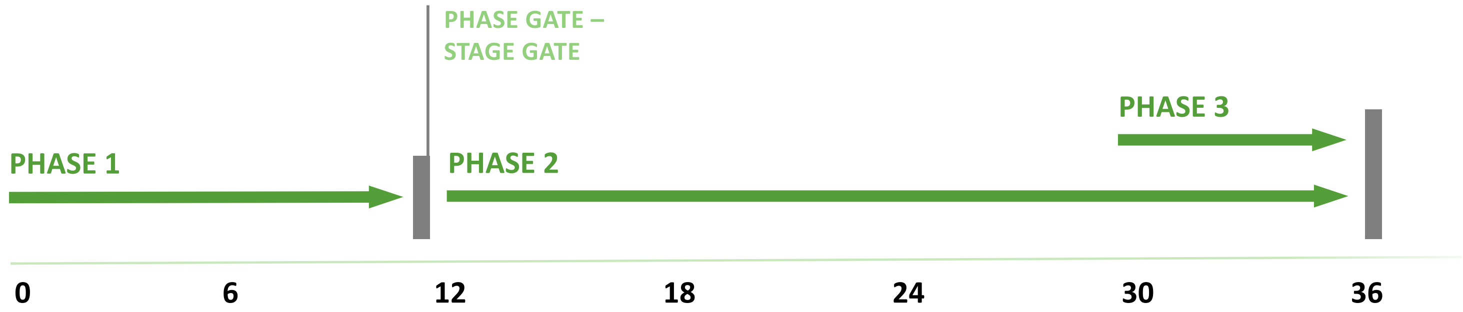
# Project Management Life Cycle



# Project Management Life Cycle



# Project Phases and Phase Gate




### Sequential Relationship

A consecutive relationship between phases; phases occur in procession and without overlap.

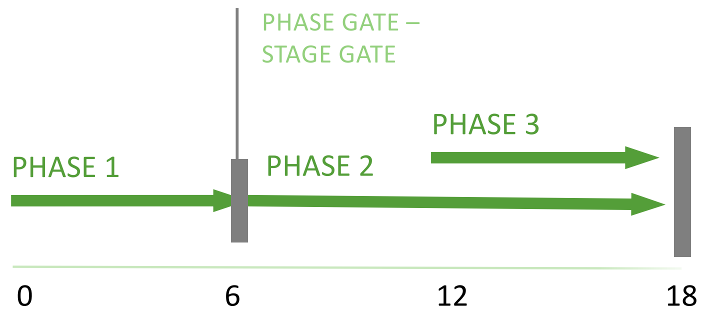
### Overlapping Relationship

An overlapping relationship between phases; phases run concurrently with one another.

# Governance in Predictive Project Phases

**Supporting Governance Processes and Compliance**

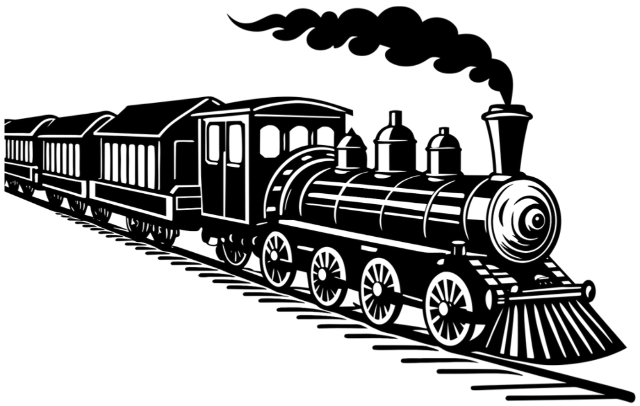
- Accurate, timely, and aligned with your organization's decision-making and oversight structure.
- Follow internal policies, standards, and audit requirements.
- Prepare for audits or post-project reviews by keeping records complete and well-organized.
- Understand your organization's governance structure.
- Help ensure required governance bodies receive the right information.
- Follow the stage gate or phase gate review processes.

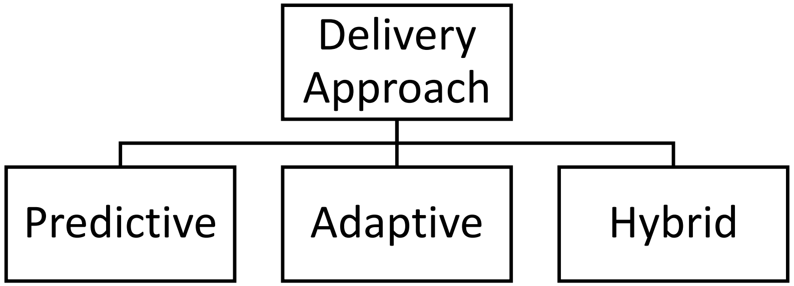



| | |
|---|---|
| At the beginning of a phase: | Verify and validate project assumptions.<br>Analyze risks.<br>Provide detailed explanations of phase deliverables. |
| At the end: | Key deliverables are produced.<br>Review to help ensure completeness and acceptance. |

- PMP ECO 2.1.2

# Project Delivery Approaches





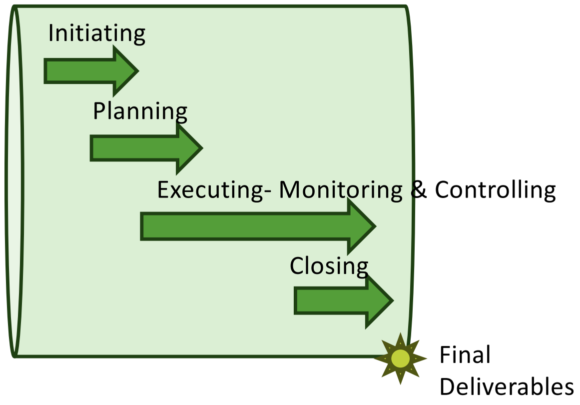

## Understanding How and Why Approaches Differ

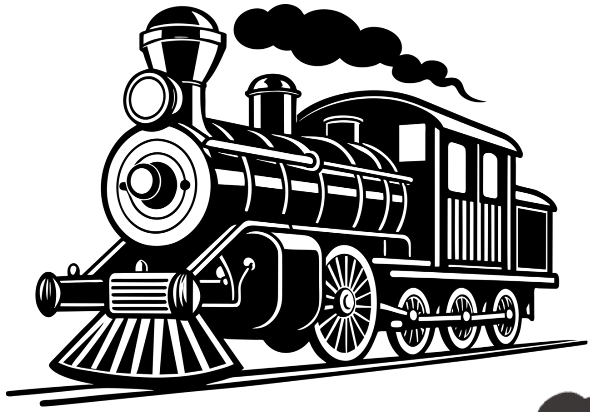

| | | | |
|---|---|---|---|
| Changing customer and business needs | Continuous global change | Increasing complexity and risk | Need for innovation and flexibility |

# Predictive Approach

**Predictive (Waterfall) Approach**
**المنهج التنبؤي (الشلالي)**

This traditional approach involves planning the bulk of the project upfront and executing it in a single sequential process. It's ideal for definable work and products with known risks and low change. Planning starts with high-level deliverables, decomposed into detail, often using a scope statement or WBS. Deliveries typically occur as one large release at the project's end.



**Plan-driven = Waterfall = Predictive**

# Adaptive Approach

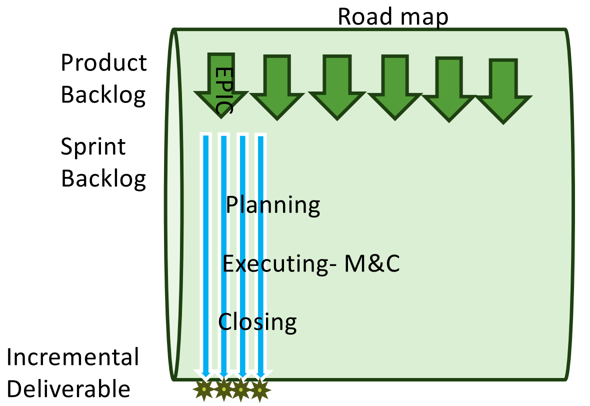
**Adaptive (Agile) Approach**
**المنهج الرشيق (المرن)**

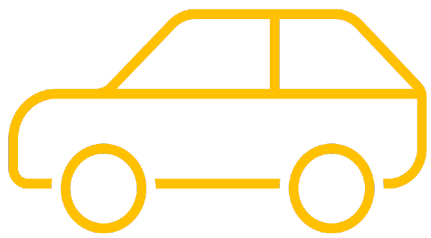
The Agile approach emphasizes flexibility, collaboration, and continuous improvement, responding to change and delivering value incrementally.

**Iterative & Incremental Delivery التسليم التكراري والتزايدي**

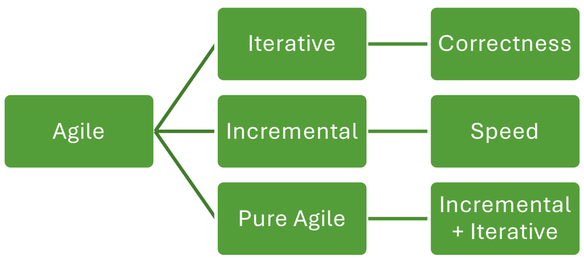
**Key Concepts: المفاهيم الرئيسية**

**Timebox:** A fixed period for specific work (e.g., a sprint).
**MVP:** Usable features delivered incrementally for early feedback.
**Definition of Done:** Defines when a task is completed and ready for release.



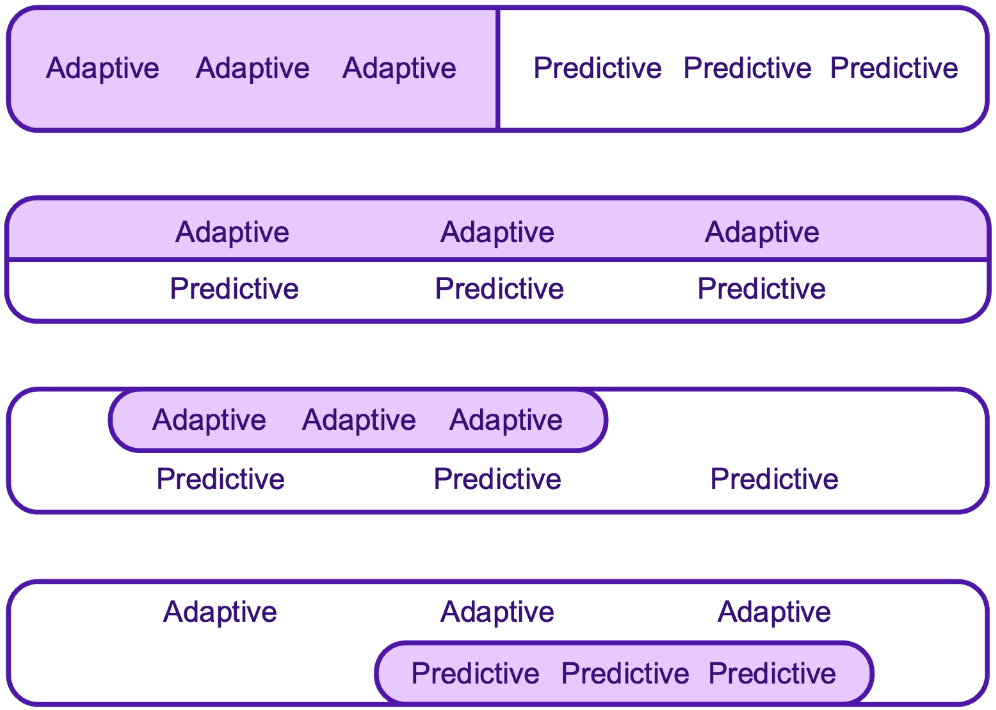



## Change-driven = Agile = Predictive



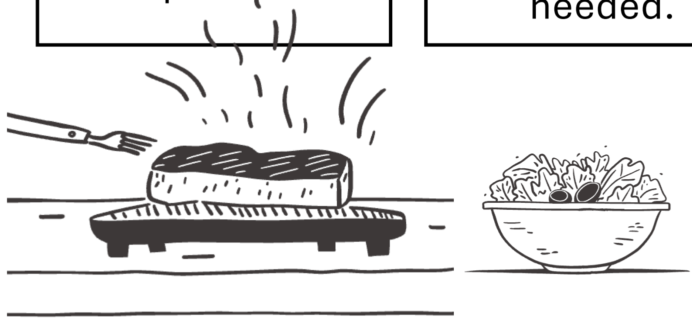
# Hybrid Approach

A project management approach that combines predictive and adaptive methods.

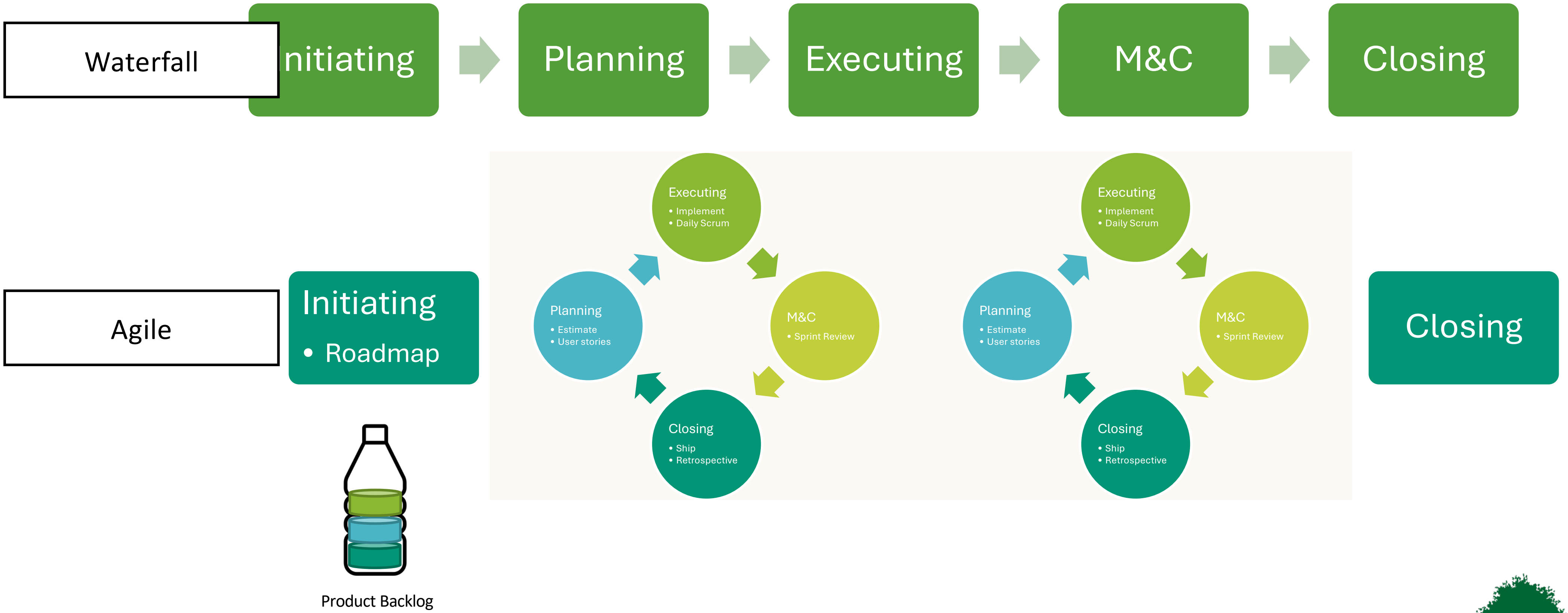



Used When

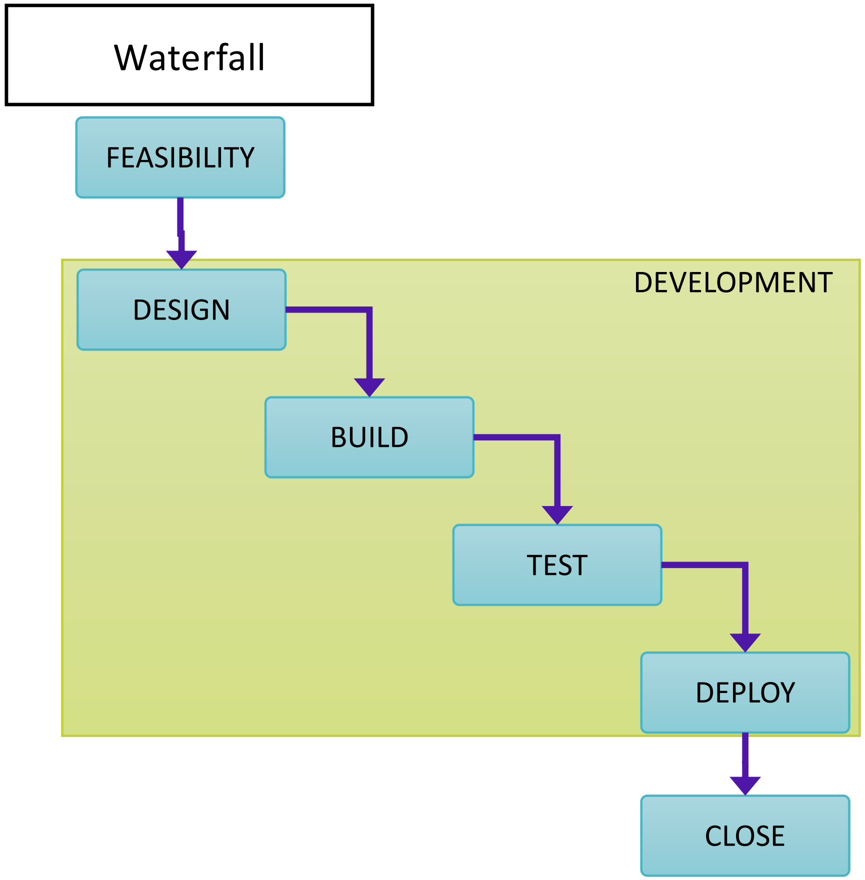
| | |
|---|---|
| Requirements are uncertain or high-risk. | Work can be divided into modules. |
| Different teams develop different parts. | Iterative and incremental development is needed. |

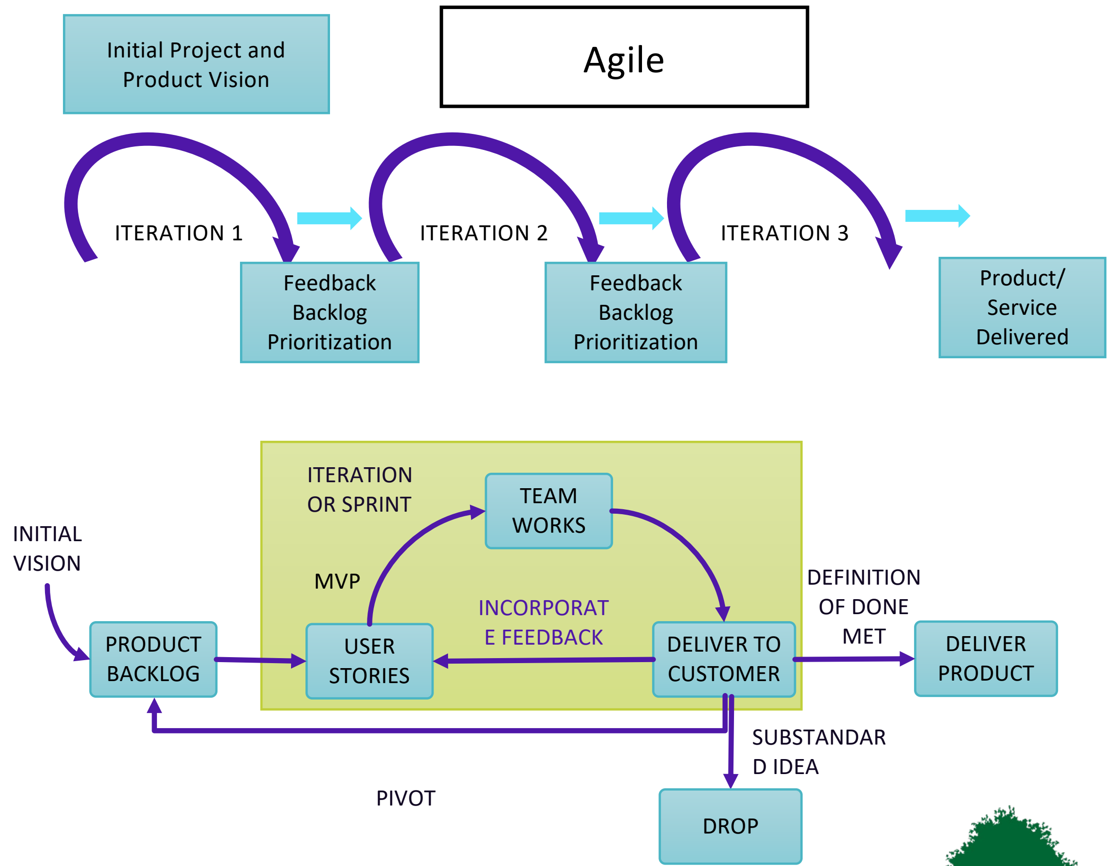


# Predictive Life Cycle & Adaptive Life Cycle



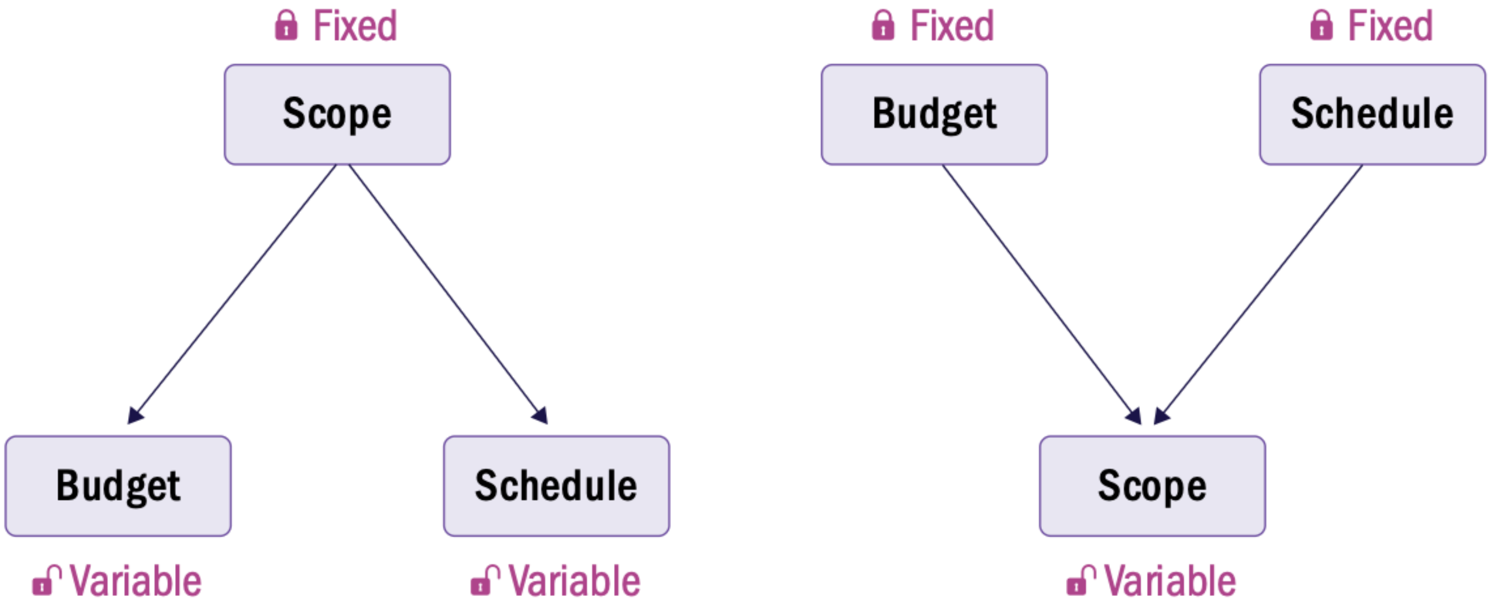
# Predictive Life Cycle & Adaptive Life Cycle




Cadence can be timeboxed with sprints/iterations or a continuous flow.

# Adaptive Life Cycle




When scope is fixed, unexpected changes can be managed by altering budget or schedule

When budget and schedule are fixed, unexpected changes can be managed by varying scope

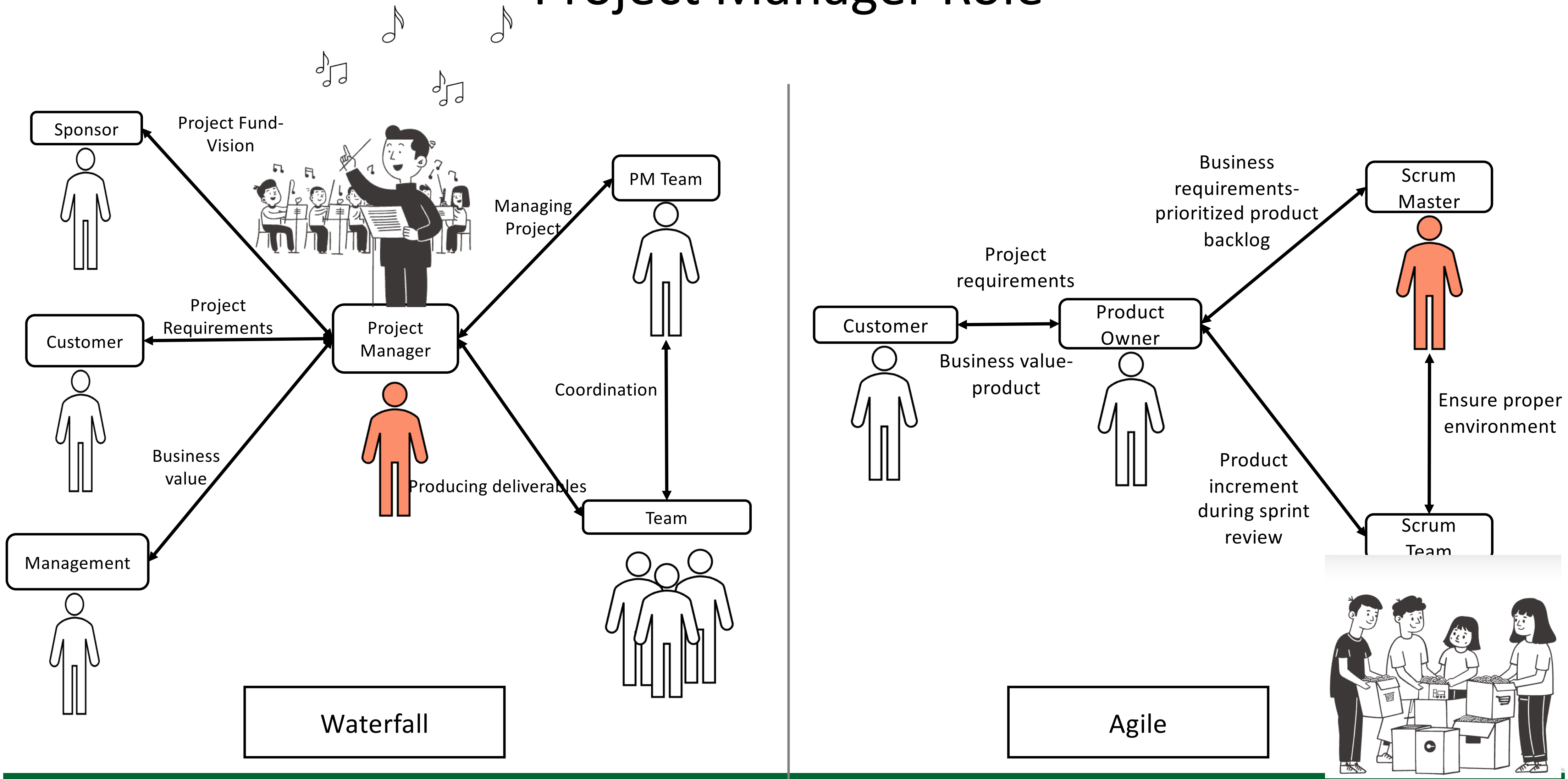
# Project Management Developmental Approaches

| Approach | Characteristics | Certainty About Requirements | Change and Risk |
|---|---|---|---|
| Predictive approach | A development approach in which the project scope, time, and cost are determined in the early phases of the life cycle. | High, from beginning | • Change possible, but controlled<br>• Risks carefully studied and managed |
| Adaptive (Agile) approach | A development approach in which the requirements are subject to a high level of uncertainty and volatility and are likely to change throughout the project. | Unclear or customer driven, so needs further discovery | • Built on assumption of high degree of change<br>• High tolerance of risk with guardrails for risk management |
| Hybrid approach | Tailored development approach, combining these elements | | |

# Governance Checkpoints: Phase Gates and Iterations

| **Predictive** | **Adaptive** |
|---|---|
| Split work into phases | Split work into iterations |
| Review results at a phase gate—also known as governance gate, kill point, or tollgate | Review results at the end of iterations |
| Decide:<br>• Continue to the next phase<br>• Continue with modifications, or<br>• End a project or program | Gather feedback and take action to improve value in the next iteration |
| | Continue until the customer's acceptance criteria—e.g., definition of done—are satisfied or the project ends |

# Project Manager Role



# PMP Questions

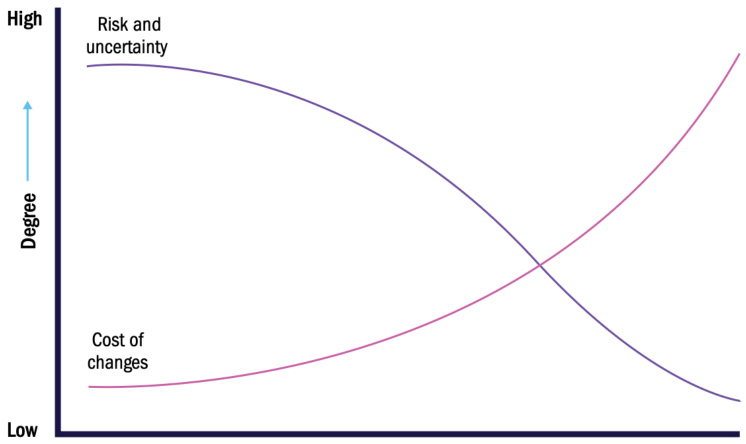
- Deliverable
- Development approach
- Phases
- Life cycle

Project professionals use a _________________________ or method, which can be predictive, iterative, incremental, adaptive, or hybrid, to create and evolve a ____________, which is a unique and verifiable product, result, or capability to perform a service.

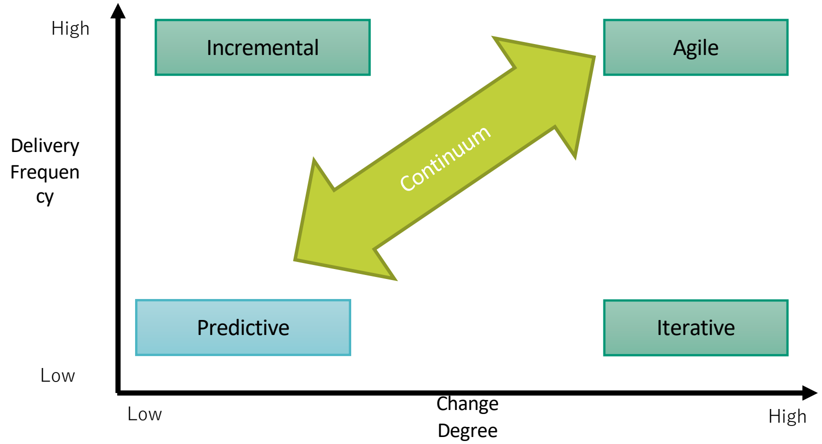
A project passes through a series of logically related activities, called ________ from its start to its completion. This entire process is called a __________.

Acceptance of a ____________ is required to complete a process, phase, or project.

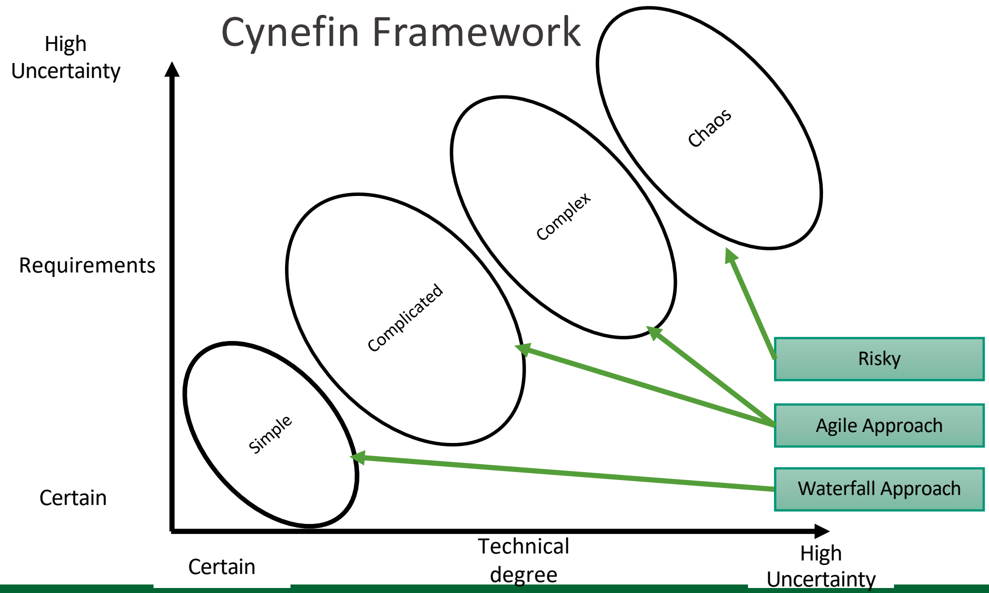
## Cost of Change & Risk



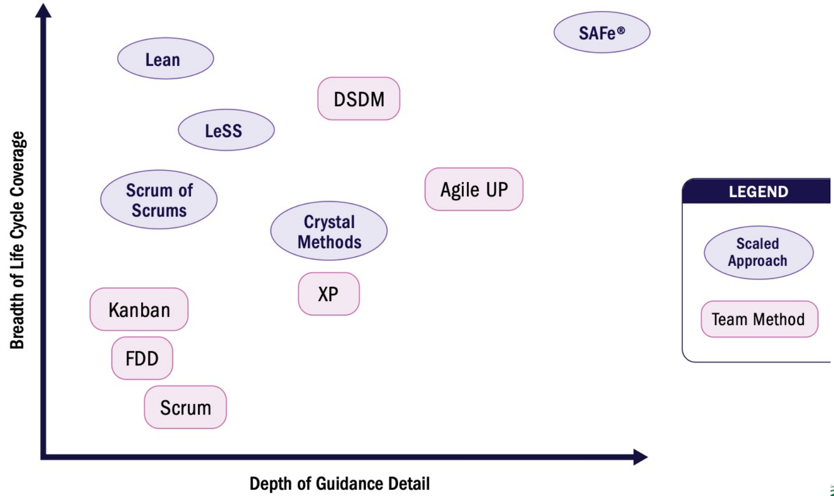

## Choosing a Delivery Approach




## Cynefin Framework



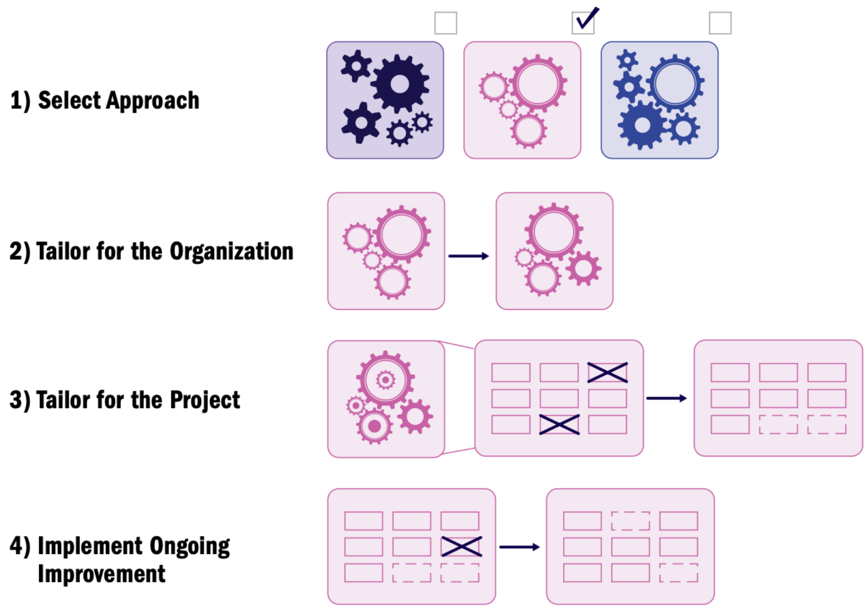

## Choosing a Delivery Approach



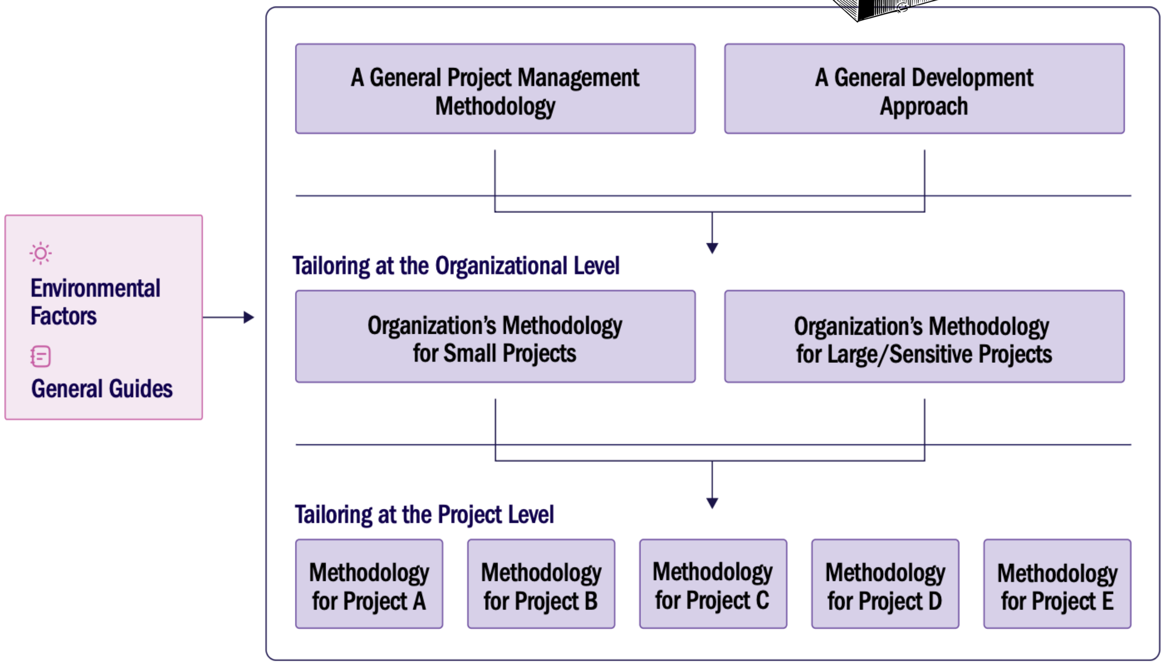
# What Can Be Tailored?

- Project life cycle
- Development life cycle components
- Way of working
- Knowledge management
- Change management
- Project governance
- Benefits management

## Tailoring Steps




## Assessing OPA & EEF when Tailoring



PMP Questions

# Situations & Tailoring Suggestion

**The deliverables are poor quality.**

- Analyze the root causes of poor quality and implement targeted feedback and quality assurance measures where needed. Focus on process improvements rather than just increasing verification steps.

**There is too much work in progress and/or waste.**

- Use techniques like value stream mapping and kanban boards to visualize work, identify issues, and find solutions.

**Team members are unsure of how to proceed or undertake their work.**

- Assess the specific needs of the team to identify the most appropriate support mechanisms, including guidance, mentorship, training, and knowledge-sharing practices.

**Stakeholders are not engaged or they share negative feedback.**

- Assess whether stakeholders receive timely and relevant information, tailoring communication methods to balance simplicity with the need for deeper engagement.

**Team members are not cooperative and are working in silos.**

- Conduct team-building activities and hold individual meetings to understand the cause. Take actions to strengthen bonds and promote coordination among team members.

**There is a lack of transparency and understanding about project progress.**

- Check to ensure that appropriate data is collected, analyzed, shared, and discussed during team and stakeholder meetings. Validate agreement on the measures with the team and stakeholders.

**There are long delays waiting for approvals.**

- Streamline the approval process by appointing people who are authorized to make decisions up to certain value thresholds, shortening the time needed for approvals.

**Issues and/or risks for which the team is unprepared continue to surface, requiring the team to react rather than make progress on their work.**

- Explore root causes to identify whether there are related gaps in project processes or activities.