

# PMP® *PMBOK*® Guide—Sixth Edition

## Course Agenda

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### 1. Introduction

- What are PMI® and PMP® Certification
- Application Requirements for the PMP® Exam
- Guidelines to Complete the PMP® Application
- About the PMP® Exam
- PMP® Exam Syllabus
- About this Tutorial
- Introduction to Projects
- Projects, Examples, Characteristics and Drivers
- Definition of Project Management
- Value of Project Management
- Role of a Project Manager
- Project Management Skills
- Why do projects fail?
- Portfolios, Programs, Projects
- Program Management
- Features of Program Management
- Portfolio
- Portfolio Management
- Relationships between Portfolios, Programs, and Projects

- Stakeholder
- Stakeholder Management
- Summary

## **2. Professional and Social Responsibility**

- Objectives
- Code of Ethics
- Responsibility
- Regulation and Legal Requirements
- Ethics
- Fairness
- Honesty
- Ensuring Individual Integrity
- Business Scenario
- Contributing to the Project Management Knowledge Base
- Enhancing Professional Competence
- Business Scenario
- Promoting Stakeholder Collaboration
- Business Scenario
- Summary

## **3. Project Management Framework**

- Objectives
- Project Management Office (PMO)
- Organization Structure
- Functional Organization

- Projectized Organization
- Matrix Organization
- Advantages and Disadvantages of Organizational Structures
- Project Lifecycle vs. Product Lifecycle
- Project Lifecycle vs. Project Management Process
- Project Management Process
- Definition of a Process
- Project Flow and Key Terms
- Project Management Processes
- Project Process
- Process Group Interactions
- Project Lifecycles
- Agile Mindset
- Project Framework
- Project Management Process Map
- PMI's Process Framework
- Common Inputs
- Project Terms
- Quiz
- Summary

#### **4. Project Management Processes**

- Objectives
- Project Management Process Groups
- Project Management Process Map

- Reading a Process Diagram
- Initiating Process Group
- Project Initiation
- Planning Process Group
- Project Planning
- Executing Process Group
- Monitoring and Controlling Process Group
- Closing Process Group
- Quiz
- Summary

## **5. Project Integration Management**

- Objectives
- Project Integration Management
- Role of Project Manager, Team, and Sponsor
- Project Selection Methods
- Present Value, Net Present Value, Internal Rate of Return, Payback Period, Benefit Cost Ratio, Return on Investment, Opportunity Cost
- Project Integration Management Knowledge Areas
  - Develop Project Charter
  - Initial Scope Statement
  - Develop Project Management Plan and its contents
  - Key Terms
  - Direct and Manage Project Work
  - Execution
  - Manage Project Knowledge

- Monitor & Control Project Work, challenges, and lessons learned
  - Perform Integrated Change Control
  - Change Management Process
  - Integrated Change Control
  - Business Scenario
  - Close Project or Phase
- Quiz
  - Summary

## **6. Project Scope Management**

- Objectives
- Project Scope Management
- Project Scope Management Activities
- Product Scope vs Project Scope
- Definition of Work Breakdown Structure
- Key Terms
- Examples of WBS
- Project Scope Management Knowledge Area
  - Plan Scope Management
  - Collect Requirements
  - Business Scenario
  - Group Creativity and Decision-Making Techniques
  - Requirements Traceability Matrix
  - Define Scope
  - Create WBS
  - Validate Scope

- Control Scope
- Important Outputs
- Data–Information–Knowledge–Wisdom
- Business Scenario
- Quiz
- Summary

## **7. Project Schedule Management**

- Objectives
- Project Schedule Management
- Project Schedule Management Activities
- Project Schedule
- Gantt Chart
- Gantt Chart – Relationships, Examples, Dependencies
- Network Diagram and Examples
- Key Terms
- The Project Schedule Management Processes
  - Plan Schedule Management
  - Define Activities
  - Sequence Activities
  - Estimate Activity Durations
  - Business Scenario
  - Develop Schedule
  - Schedule Network Analysis
  - Program Evaluation and Review Technique (PERT) and Example
  - Critical Path Method

- Calculation of Float
  - Schedule Compression
  - Other Scheduling Techniques
  - Control Schedule
  - Business Scenario
- Quiz
  - Summary

## **8. Project Cost Management**

- Objectives
- Project Cost Management
- Cost Management Plan
- Control Account
- The Project Cost Management processes
  - Plan Cost Management
  - Estimate Costs
  - Determine Budget
  - Control Costs
- Difference between Planned Value and Earned Value
- Earned Value Management
- Earned Value Formulae
- Business Scenario
- Earned Value Management: Examples
- Key Terms
- Quiz
- Summary

## 9. Project Quality Management

- Objectives
- Quality
- Quality Related Terms
- Optimal Level of Quality
- Quality Management
- Quality Planning vs. Quality Assurance vs. Quality Control
- Quality Management Concepts
- Cost of quality
- The Project Quality Management Processes
  - Plan Quality Management
  - Manage Quality
  - Control Quality
- Seven basic tools of quality
- Control Charts
- Cause and effect diagram
- Flowcharting
- Histogram
- Pareto Diagram
- Check Sheets
- Scatter Diagram
- Six Sigma
- Quiz
- Summary



## 10. Project Resource Management

- Objectives
- Project Resource Management
- Functional Manager vs. Project Manager
- The Project Resource Management Processes
  - Plan Resource Management
    - Organization Charts and Role Descriptions
    - Responsibility Assignment Matrix
    - Resource Histogram
  - Estimate Activity Resources
  - Acquire Resources
  - Develop Team
  - Manage Team
- Team Dynamics
- Conflict management
- Conflict Resolution Techniques
- Business Scenario
- Powers of Project Manager
- Business Scenario
- Organizational Theories
- Leadership Styles
- McKinsey's 7-S Framework
- Quiz
- Summary

## 11. Project Communications Management

- Objectives
- Communication
- Communication Methods, Technology & Channels
- Basic Communication Model
- The Project Communications Management Processes
  - Plan Communications Management
    - Business Scenario
  - Manage Communications
  - Monitor Communications
    - Business Scenario
- Quiz
- Summary

## 12. Project Risk Management

- Objectives
- Risk
- Positive and Negative Risk Responses
- Key Terms
- Calculation of Risk
- Risk Categorization
- Decision Tree
- Risk Reserve
- Project Risk Management
- Business Scenario

- The Risk Management Processes
  - Plan Risk Management
    - Definition of Impact Scale
  - Identify Risks
  - Perform Qualitative Risk Analysis
    - Probability and Impact Matrix
  - Perform Quantitative Risk Analysis
  - Plan Risk Responses
  - Implement Risk Responses
  - Monitor Risks
- Quiz
- Summary

## **13. Project Procurement Management**

- Objectives
- Contract and its Characteristics
- Centralized vs. Decentralized Contracting
- Types of Contract, Advantages and Disadvantages
- Business Scenario
- Key Terms
- Project Procurement Management
- The Procurement Management Processes
  - Plan Procurements Management
  - Conduct Procurements
  - Control Procurements

- Quiz
- Summary

## **14. Project Stakeholder Management**

- Objectives
- Stakeholders
- Classification Models for Stakeholder Analysis
- Stakeholder Engagement Assessment Matrix
- Stakeholder Management Skills
- The Project Stakeholder Management Processes
  - Identify Stakeholders
  - Plan Stakeholder Engagement
  - Manage Stakeholder Engagement
  - Monitor Stakeholder Engagement
- Quiz
- Summary