

# Project Management Professional (PMP)<sup>®</sup> Examination Preparatory

## Overview

If you are taking this course, you probably have some professional exposure to the duties of a project manager, or you may be considering embarking on a career in professional project management.

Your ability as a project manager to demonstrate best practices in project management—both on the job and through professional certification—is becoming the standard to compete in today's fast-paced and highly technical workplace. In this course, you will apply the generally recognized practices of project management acknowledged by the Project Management Institute (PMI) to successfully manage projects.

## Who should enroll?

This course is designed for individuals who have on-the-job project management experience regardless of whether their formal job role is project manager, who are not certified professionals, and who might or might not have received formal project management training.

The course enables candidates to develop professionally, increase their project management skills, apply a formalized and standards-based approach to project management, and seek career advancement by moving into a formal project manager job role, as well as to apply for the Project Management Professional (PMP)<sup>®</sup> certification.

## Prerequisite

PMP<sup>®</sup> candidates must have meet the following sets of requirements before applying for PMP Certification:

- A four-year degree
- 36 months leading projects
- 35 hours of project management education/training or CAPM<sup>®</sup> Certification

OR

- A high school diploma or an associate's degree (or global equivalent)
- 60 months leading projects
- 35 hours of project management education/training or CAPM® Certification

## Certification

By attending this course, the PMP candidates will have achieved the following:

- 35 Professional Development Units (PDUs)
- 35 hours of formal training towards the PMP® certification
- PMP® test fee is at USD505 (for PMI member), USD555 (non-member) payable to PMI
- The PMP® credential is maintained through acquiring 60 PDUs over a period of 3 years from the date of passing the examination.

## Examination

- The PMP examination is taken separately and can be booked through Prometric test centers
- The examination consists of 180 multiple choice answers, and to be completed within 4 hours

## Course Outline

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Course Outline with Exam Content Outline References

## Lesson 1: Business Environment

### 1A Foundation

- Foundational project management concepts
- Project management principles
- The Agile mindset
- Tailoring – hybrid approaches, processes and practices in project management

### 1B Strategic Alignment

- Define strategic alignment and business acumen
- Follow guidelines for effective business decision-making
- Explore organizational influences on projects
- Explain how projects align with broader organizational strategy and global trends

### 1C Project Benefits and Value

#### 3.2 Evaluate and deliver project benefits and value

- Investigate that benefits are identified (3.2.1)
- Evaluate delivery options to deliver value (3.2.4)

#### 2.1 Execute project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally (2.1.1)

### 1D Organizational Culture and Change Management

#### 3.4 Support organizational change

- Assess organizational culture (3.4.1)
- Evaluate impact of organization change to project, and determine required actions (3.4.2)
- Evaluate impact of the project to the organization and determine required actions (3.4.3)

## 1E Project Governance

### 2.14 Establish project governance structure

- Determine appropriate governance for a project (e.g., replicate organization governance) (2.14.1)
- Define escalation paths and thresholds (2.14.2)

## 1F Project Compliance

### 3.1 Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance) (3.1.1)
- Classify compliance categories (3.1.2)
- Analyze the consequences of non-compliance (3.1.5)

## Lesson 2: Start the Project

### 2A Identify and Engage Stakeholders

#### 1.9 Collaborate with stakeholders

- Evaluate engagement needs for stakeholders (1.9.1)

#### 2.4 Engage stakeholders

- Analyze stakeholders (power interest grid, influence, impact) (2.4.1)
- Categorize stakeholders (2.4.2)
- Develop, execute, and validate a strategy for stakeholder engagement (2.4.4)

#### 2.2 Manage communications

- Analyze communication needs of all stakeholders (2.2.1)
- Determine communication methods, channels, frequency, and level of detail for all stakeholders (2.2.2)

### 2B Team Formation

#### 1.4 Empower team members and stakeholders

- Organize around team strengths (1.4.1)

#### 2.16 Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team (2.16.1)
- Outline expectations for working environment (2.16.2)

#### 1.11 Engage and support virtual teams

- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) (1.11.1)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement (1.11.2)

### 2C Build Shared Understanding

#### 1.2 Lead a team

- Set a clear vision and mission (1.2.1)

## 1.8 Negotiate project agreements

- Analyze the bounds of the negotiation for agreement (1.8.1)
- Assess priorities and determine ultimate objective(s) (1.8.2)
- Determine a negotiation strategy (1.8.5)
- Participate in agreement negotiations (1.8.4)

## 1.10 Build shared understanding

- Survey all necessary parties to reach consensus (1.10.2)
- Support outcome of parties' agreement (1.10.3)

## 1.12 Define team ground rules

- Communicate organizational principles with team and external stakeholders (1.12.1)
- Establish an environment that fosters adherence to ground rules (1.12.2)

## 2D Decide Project Approach/Methodology

### 2.13 Determine appropriate project methodology/methods and practices

- Assess project needs, complexity, and magnitude (2.13.1)
- Recommend project execution strategy (e.g., contracting, financing) (2.13.2)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid) (2.13.3)

## Lesson 3: Plan the Project

### 3A Planning Projects

- Differentiation of Planning for Predictive vs Adaptive Approaches

### 3B Scope

#### **2.1 Execute project with the urgency required to deliver business value**

- Support the team to subdivide Project tasks as necessary to find the minimum viable product (2.1.3)

#### **2.8 Plan and manage scope**

- Predictive vs Adaptive approach for scope
- Determine and prioritize requirements (2.8.1)
- Break down scope (e.g., WBS, backlog) (2.8.2)

#### **2.17 Plan and manage project/phase closure or transitions**

- Determine criteria to successfully close the project or phase (2.17.1)

### 3C Schedule

#### **2.6 Plan and manage schedule**

- Predictive vs Adaptive approach for schedule
- Estimate project tasks (milestones, dependencies, story points) (2.6.1)
- Utilize benchmarks and historical data (2.6.2)
- Prepare schedule based on methodology (2.6.3)

### 3D Resources

#### **1.6 Build a team**

- Deduce project resource requirements (1.6.2)

#### **2.11 Plan and manage procurement (resources)**

- Define resource requirements and needs (2.11.1)
- Communicate resource requirements (2.11.2)
- Manage suppliers/contracts (2.11.3)

- Plan and manage procurement strategy (2.11.4)
- Develop a delivery solution (2.11.5)

## 3E Budget

### 2.5 Plan and manage budget and resources

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects (2.5.1)
- Anticipate future budget challenges (2.5.2) Plan and manage resources (2.5.4)

## 3F Risks

### 2.3 Assess and manage risks

- Determine risk management options (2.3.1)
- Iteratively assess and prioritize risks (2.3.2)

### 3.1 Plan and manage project compliance

- Determine necessary approach and action to address compliance needs (risk, legal) 3.1.6
- Determine potential threats to compliance (3.1.3)

## 3G Quality

### 2.7 Plan and manage quality of products/deliverables

- Determine quality standard required for project deliverables (2.7.1)

### 3.1 Plan and manage project compliance

- Use methods to support compliance (3.1.4)
- Measure the extent to which the project is in compliance (3.1.7)

## 3H Integrate Plans

### 2.9 Integrate project planning activities

- Consolidate the project/phase plans (2.9.1)
- Assess consolidated project plans for dependencies, gaps, and continued business value (2.9.2)
- Analyze the data collected (2.9.3)

- Collect and analyze data to make informed project decisions (2.9.4)
- Determine critical information requirements (2.9.5)

## 2.10 Manage project changes

- Determine strategy to handle change (2.10.2)

## Lesson 4: Lead the Project Team

### 4A Craft Your Leadership Style

#### 1.2 Lead a team

- Value servant leadership (e.g., relate the tenets of servant leadership to the team) (1.2.3)
- Determine an appropriate leadership style (e.g., directive, collaborative) (1.2.4)
- Distinguish various options to lead various team members and stakeholders (1.2.7)

#### 1.11 Engage and support virtual teams

- Implement options for virtual team member engagement (1.11.3)

### 4B Create a Collaborative Project Team Environment

#### 2.12 Manage project artifacts

- Determine the requirements (what, when, where, who) for managing the project artifacts (2.12.1)
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders (2.12.2)

### 4C Empower the Team

#### 1.2 Lead a team

- Support diversity and inclusion (e.g., behavior types, thought process) (1.2.2)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) (1.2.5)

## 1.4 Empower team members and stakeholders

- Determine and bestow level(s) of decision-making authority (1.4.4)

## 4D Support Team Member Performance

### 1.3 Support team performance

- Appraise team member performance against key performance indicators (KPIs) (1.3.1)
- Support and recognize team member growth and development (1.3.2)
- Determine appropriate feedback approach (1.3.3)
- Verify performance improvements (1.3.4)

### 1.14 Promote team performance through the application of emotional intelligence

- Assess behavior through the use of personality indicators (1.14.1)
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders (1.14.2)

## 4E Communicate and Collaborate with Stakeholders

### 2.2 Manage communications

- Communicate project information and updates effectively (2.2.3)
- Confirm communication is understood and feedback is received (2.2.4)

### 1.2 Lead a team

- Analyze team members and stakeholders influence (1.2.6)

### 2.4 Engage stakeholders

- Engage stakeholders by category (2.4.3)

### 1.9 Collaborate with stakeholders

- Optimize alignment between stakeholder needs, expectations, and project objectives (1.9.2)
- Build trust and influence to accomplish project objectives (1.9.3)

### **3.2 Evaluate and deliver project benefits and value**

- Apprise stakeholders of value gained by the project (3.2.5)

## **4F Train Team Members and Stakeholders**

### **1.6 Build a team**

- Appraise stakeholder skills (1.6.1)

### **1.5 Ensure team members/stakeholders are adequately trained**

- Determine required competencies and elements of training (1.5.1)
- Determine training options on training needs (1.5.2)
- Allocate resources for training (1.5.3)
- Measure training outcomes (1.5.4)

### **1.13 Mentor relevant stakeholders**

- Allocate the time for coaching mentoring (stakeholders) (1.13.1)
- Recognize and act on coaching mentoring opportunities (1.13.2)

## **4G Manage Conflict**

### **1.1 Manage conflict**

- Interpret the source and stage of the conflict (1.1.1)
- Analyze the context for the conflict (1.1.2)
- Evaluate/recommend/reconcile the appropriate conflict resolution solution (1.1.3)

### **1.12 Define team ground rules**

- Discuss and rectify ground rule violations (1.12.3)

### **1.10 Build shared understanding**

- Investigate potential misunderstandings (1.10.4)
- Break down situations to identify the root cause of a misunderstanding (1.10.1)

## Lesson 5: Support Project Team Performance

### 5A Implement Ongoing Improvements

#### Continuous Improvement

- Plan Continuous Improvement Methods, Procedures, and Tools
- Assess CI framework
- Plan CI methods, procedures, tools
- Recommend/Execute CI steps

### 5B Support Performance

#### 2.2 Manage communications

- Communicate project information and updates effectively (2.2.3)
- Confirm communication is understood and feedback is received (2.2.4)

#### 1.4 Empower team members and stakeholders

- Support team task accountability (1.4.2)
- Evaluate demonstration of task accountability (1.4.3)

#### 1.6 Build a team

- Continuously assess and refresh team skills to meet project needs (1.6.3)
- Maintain team and knowledge transfer (1.6.4)

#### 1.11 Engage and support virtual teams

- Continually evaluate effectiveness of virtual team member engagement (1.11.4)

#### 2.11 Manage project artifacts

- Continually assess the effectiveness of the management of the project artifacts (2.12.3)

#### 2.13 Determine appropriate project methodology/methods and practices

- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, key stakeholder engagement, risk) (2.13.4)

## 5C Evaluate Project Progress

### 2.8 Plan and manage scope

- Monitor and validate scope (2.8.3)

### 2.6 Plan and manage schedule

- Measure ongoing progress based on methodology (2.6.4)
- Modify schedule, as needed, based on methodology (2.6.5)
- Coordinate with other projects and other operations (2.6.6)

### 2.5 Plan and manage budget and resources

- Monitor budget variations and work with governance process to adjust as necessary (2.5.3)

### 2.1 Execute project with the urgency required to deliver business value

- Examine the business value throughout the project (2.1.2)

### 2.7 Plan and manage quality of products/deliverables

- Recommend options for improvement based on quality gaps (2.7.2)
- Continually survey project deliverable quality (2.7.3)

## 5D Manage Issues and Impediments

### 2.15 Manage project issues

- Recognize when a risk becomes an issue (2.15.1)
- Attack the issue with the optimal actions to achieve project success (2.15.2)
- Collaborate with relevant stakeholders on the approach to resolve the issues (2.15.3)

### 1.7 Address and remove impediments, obstacles, and blockers for the team

- Determine critical impediments, obstacles, and blockers for the team (1.7.1)
- Prioritize critical impediments, obstacles, and blockers for the team (1.7.2)

- Use network to implement solutions to remove impediments, obstacles, and blockers for the team (1.7.3)
- Re-assess continually to ensure impediments, obstacles and blockers for the team are being addressed (1.7.4)

## 5E Manage Changes

### **3.3 Evaluate and address external business environment changes for impact on scope**

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market) (3.3.1)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment (3.3.2)
- Recommend options for scope/backlog options (e.g., schedule, cost changes) (3.3.3)
- Continually review external business environment for impacts on project scope/backlog (3.3.4)

### **2.10 Manage project changes**

- Anticipate and embrace the need for change (e.g., follow change management practices (2.10.1)
- Execute change management strategy according to the methodology (2.10.3)
- Determine a change response to move the project forward (2.10.4)

## Lesson 6: Close the Project/Phase

### 6A Project/Phase Closure

#### 1.8 Negotiate project agreements

- Verify objective(s) of the project agreement is met (1.8.3)

#### 2.17 Plan and manage project/phase closure or transitions

- Validate readiness for transition (e.g., operations team or next phase) (2.17.2)
- Conclude activities to close out project or phase (e.g., final lessons learned, retrospectives, procurement, financial, resources) (2.17.3)

### 6B Benefits Realization

#### 3.2 Evaluate and deliver project benefits and value

- Document agreement on ownership for ongoing benefit realization (3.2.2)
- Verify measurement system is in place to track benefits (3.2.3)

### 6C Knowledge Transfer

#### 2.16 Ensure knowledge transfer for project continuity

- Confirm approach for knowledge transfers (2.16.3)

## APPENDIX A

### MAPPING COURSE CONTENT TO THE PROJECT MANAGEMENT PROFESSIONAL (PMP)<sup>®</sup> EXAMINATION CONTENT OUTLINE

Globally recognized and demanded, the PMP<sup>®</sup> certification demonstrates to employers, clients and colleagues that a project manager possesses project management knowledge, experience, and skills to bring projects to successful completion.

As the demand for skilled project managers is at a critically urgent level, practitioners who hold the PMP certification are well positioned to provide the professional skills necessary to lead project teams and achieve successful project results.

The PMP certification recognizes the competence of an individual to perform in the role of a project manager, specifically experience in leading and directing projects. Year after year, the PMP certification has garnered global recognition and commanded a higher salary for certified individuals over non-certified individuals.

#### WHAT CAN THE PMP<sup>®</sup> CREDENTIAL DO FOR YOUR CLIENTS?

The PMP certification delivers value far into their career. CIO magazine ranked the PMP<sup>®</sup> as the top project management certification because it proves you have the specific skills and experience employers seek. PMP certification holders report earning up to 25% more than non-certified project professionals.

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