SEAQ

ABUBAKER SAMI ALI

PfMP. PgMP, PMP, PMI-RMP, PMI-SP, Project+, MPM,
CIPM, PRINCE2 Practitioner, MSP Practitioner,
M_o_R Practitioner, P3O Practitioner,
MoP Practitioner

PRESENTS

PMP

PREPARATION COURSE

BASED ON THE

SIXTH EDITION

Milestone

Eng. Abubaker Sami

Academic

Bsc ,Civil Engineering   Omdurman Islamic University , Sudan

Professional certificates

PfMP		Portfolio Management Professional	PMI – USA
PgMP		Program Management Professional	PMI – USA
PMP		Project Management Professional	PMI – USA
PMI - RMP		Risk Management Professional	PMI - USA
PMP - SP		Scheduling Professional	PMI – USA
MPM		Masters Project Manager	AAPM- USA
CIPM		Certified International Project Manager	AAPM- USA
Project +		Project Plus COMPTIA	COMPTIA-USA
PRINCE2	Foundation	Projects In Controlled Environments	APMG – UK
PRINCE2	Practitioner	Projects In Controlled Environments	APMG - UK
MSP	Foundation	Managing Successful Programme	APMG – UK
MSP	Practitioner	Managing Successful Programme	APMG – UK
M_o_R	Foundation	Management Of Risk	APMG – UK
M_o_R	Practitioner	Management Of Risk	APMG – UK
P3O	Foundation	Portfolio, Programme & Project Office	APMG – UK
P3O	Practitioner	Portfolio, Programme & Project Office	APMG – UK
MoP	Foundation	Management of Portfolio	APMG – UK
MoP	Practitioner	Management of Portfolio	APMG – UK

Eng. Abubaker Sami

Work Experience

7 years	KSA
2 Years	Kenana Sugar Company-KETS.
2 Years	DAL – DAL Property Development. Co. Ltd
13 Years	Milestone Management Consultancy and Training
Now	Method Corp. KSA

Projects

|	
CRC	KSA
Dammam AirPort	KSA
SWCC	KSA
King Faisal University	KSA
King Fahad University	KSA
WNSP	Sudan
CAPO II	Sudan
Liquid Air II	Sudan
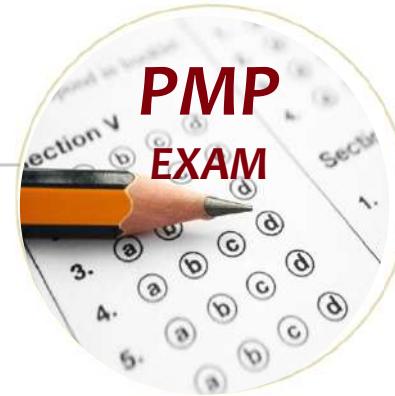
Introduction to Project Management
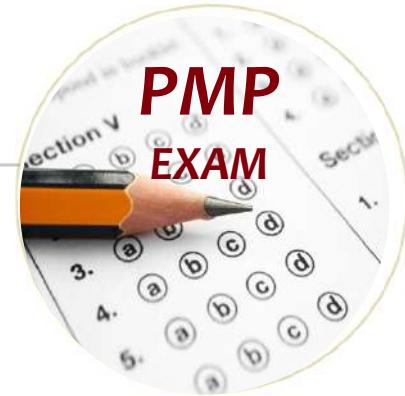
Some important points about PMP exam
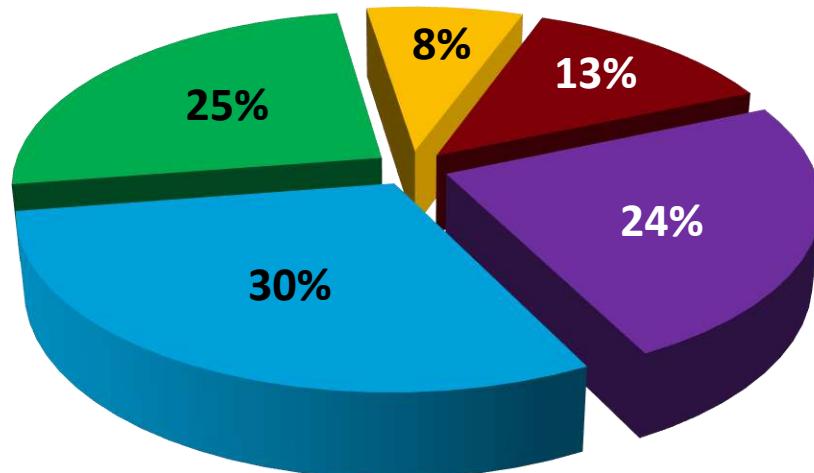
➢ **61%** is required to pass the exam

➢ Exam contains **180** questions

➢ 20 questions are pretest questions, which don't count towards your score. They are scattered throughout the exam.

➢ five basic domains contribute to exam questions

Introduction to Project Management

Some important points about PMP exam

Initiating (23 questions)

Planning (42 questions)

Executing (53 questions)
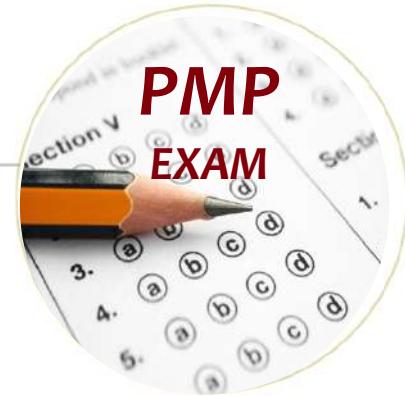
Monitoring & Controlling (43 questions)

Closing (14 questions)

8%

25%

13%

24%

30%

Introduction to Project Management

Some important points about PMP exam

In addition to:

➤ Professional Responsibility

➤ Number of questions may vary ± 5% from each domain

SO

LET'S GET STARTED !

Defining a Project

What is "a Project" ?

Temporary	Unique products or services

So Project is

a **temporary endeavor** undertaken to create **unique** products, services or result.

Defining a Project
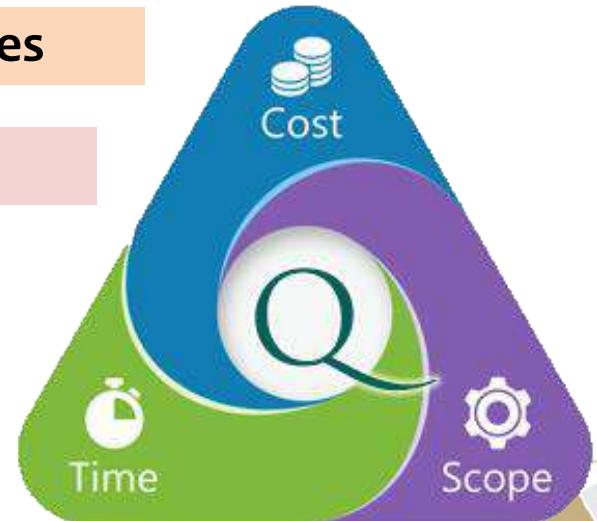
What does ''Managing a Project'' means ?

Identifying Requirements

**Setting Clear and Achievable Objectives**

Balancing The TRIPLE Constraints

*The **TRIPLE***
***CONSTRAINTS** are SCOPE, TIME,*
COST, QUALITY, RISK & CS

Project Management

- Application of
  - Skills
  - Tools and Techniques

Project Management is the application of knowledge, skills, tools and techniques to project activities.

Defining Program Management

What does "Program Management" means ?

*The application of **Knowledge, skills, and principles to a program to achieve the program objectives and to obtain benefits and control not available by managing program components individually.***

*Focuses on: **Interdependencies between projects and between projects and the program level to determine the optimal approach for managing them.***

Defining Portfolio Management

What does "Portfolio Management" means ?

*Defined as **Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives***

*It is also defined as: **the centralized management of one or more portfolios to achieve strategic objectives.***

Project-Program-Portfolio

Organization

Portfolio Management

Program Management

Other project work

Other project work

Other project work

Other project work

Project Management

Project Management

Project Management

Why Projects are undertaken?

- ➢ Market demand
- ➢ Organizational need
- ➢ Customer request
- ➢ Technological advancement
- ➢ Legal requirement

PMO
Project Management Office

- ➢ Coordinates resources
- ➢ Develops Project management methodologies, best practices and standards
- ➢ Repository of project templates and documents
- ➢ Monitoring quality of projects

A Project Manager should know

Project Management Body of Knowledge

- Application area knowledge, Standards & Regulations
- General Management Skills
- Interpersonal skills
- Understanding project environment
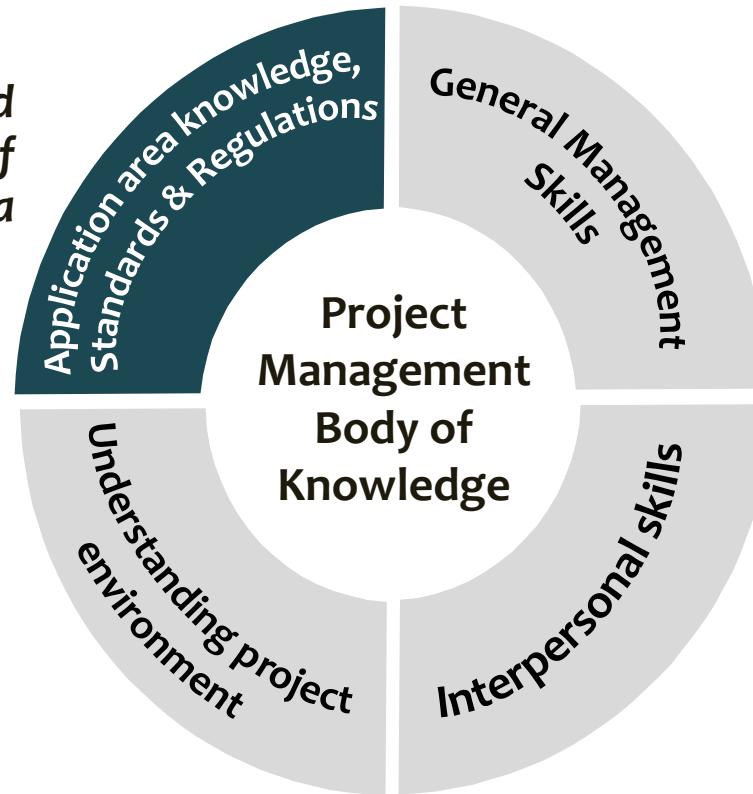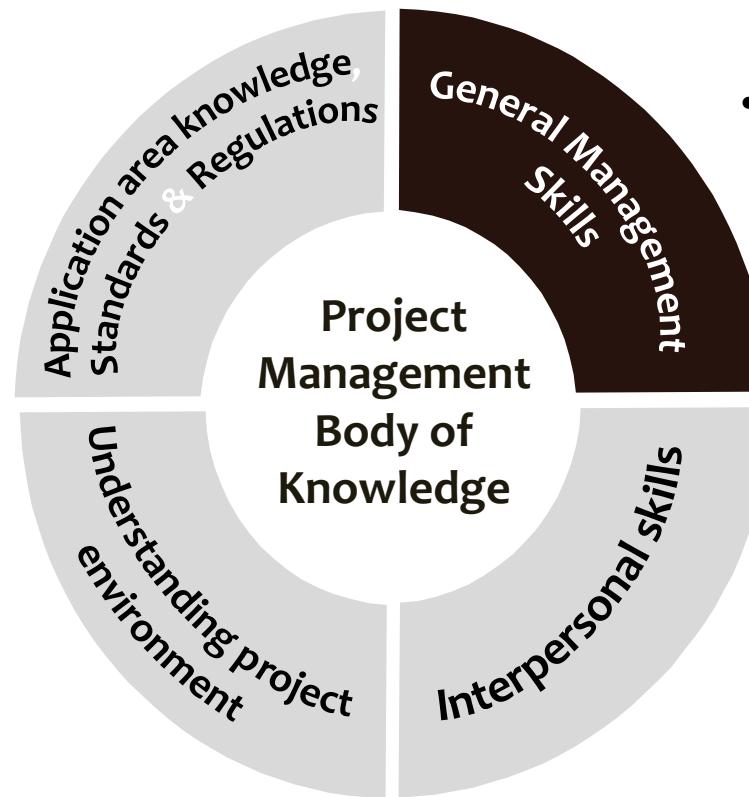
A Project Manager should know

- *Standards and Regulations of the Area*

Application area knowledge, Standards & Regulations

General Management Skills

Project Management Body of Knowledge

Interpersonal skills

Understanding project environment

A Project Manager should know

Project Management Body of Knowledge

- Application area knowledge, Standards & Regulations
- General Management Skills
- Understanding project environment
- Interpersonal skills
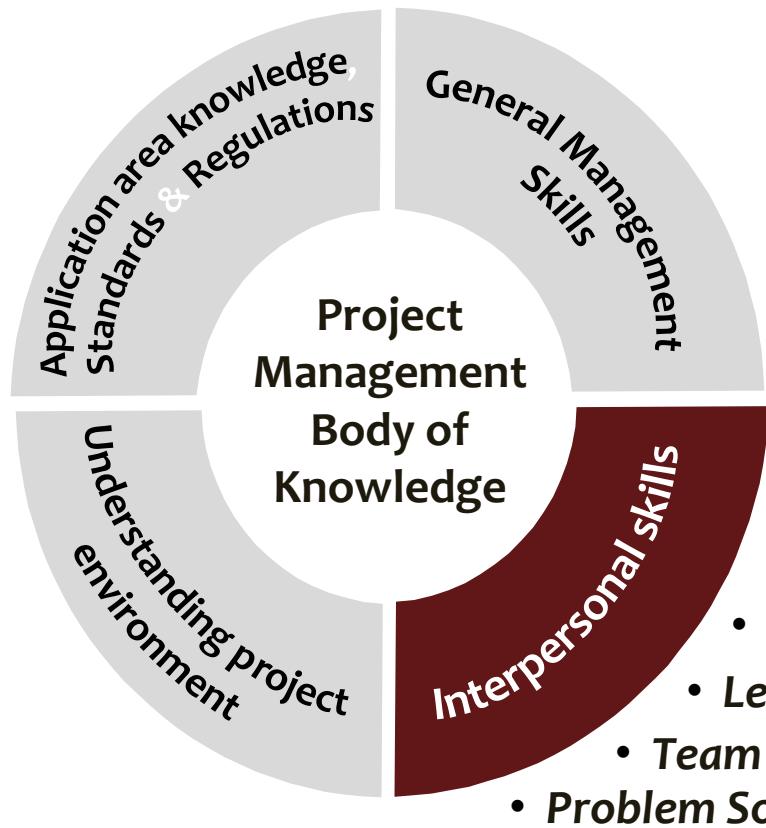
- *IT skills*
  - *Budgeting Skills*

A Project Manager should know

Project Management Body of Knowledge

- Application area knowledge, Standards & Regulations
- General Management Skills
- Understanding project environment
- Interpersonal skills
  - • Communication
  - • Organizational & Planning
  - • Conflict Management
  - • Negotiating & Influencing
  - • Leadership & Motivating
  - • Team Building
  - • Problem Solving

A Project Manager should know

- *Cultural and Social*
  - *International and Political*
    - *Physical (Ecology)*

Application area knowledge, Standards & Regulations

General Management Skills

Understanding project environment

Project Management Body of Knowledge

Interpersonal skills
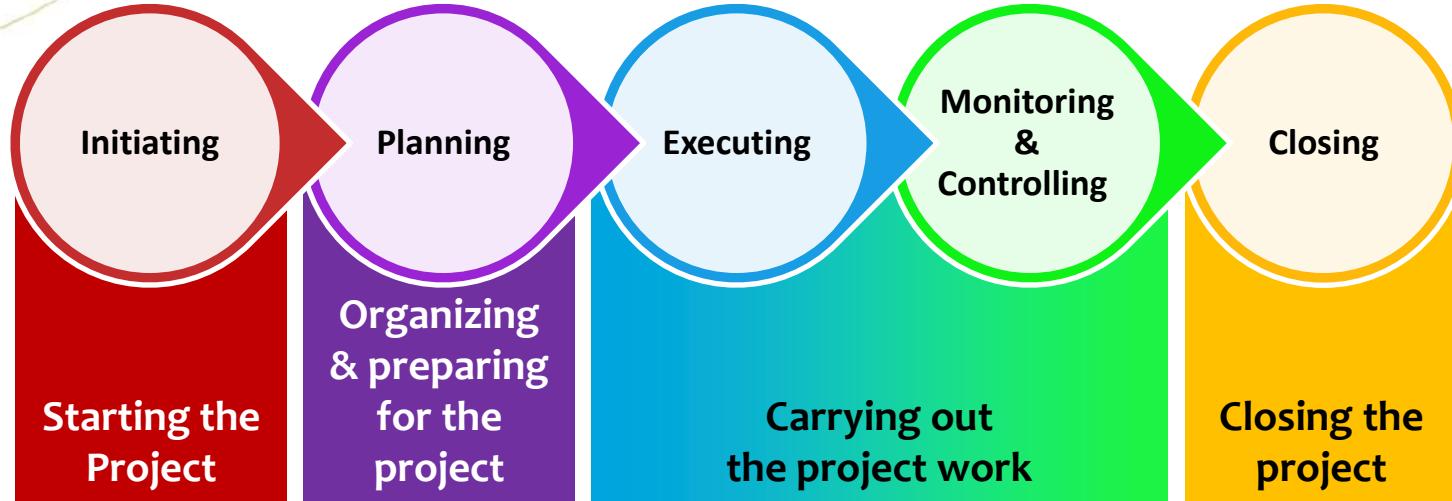
Project Life Cycle

Project life spans through

| Initiating	Planning	Executing	Monitoring & Controlling	Closing
Starting the Project	**Organizing & preparing for the project**	**Carrying out the project work**		**Closing the project**

Projects Vs Operations

Both

- Performed by people
- Constrained by limitations
- Planned, executed and controlled

Differ by

- Temporary
- Unique

Project
-Temporary
-Unique

Project - Operation
-Performed by people
-Constrained by limitations
-Planned, Executed & controlled

Operation
-Ongoing
-Repetitive
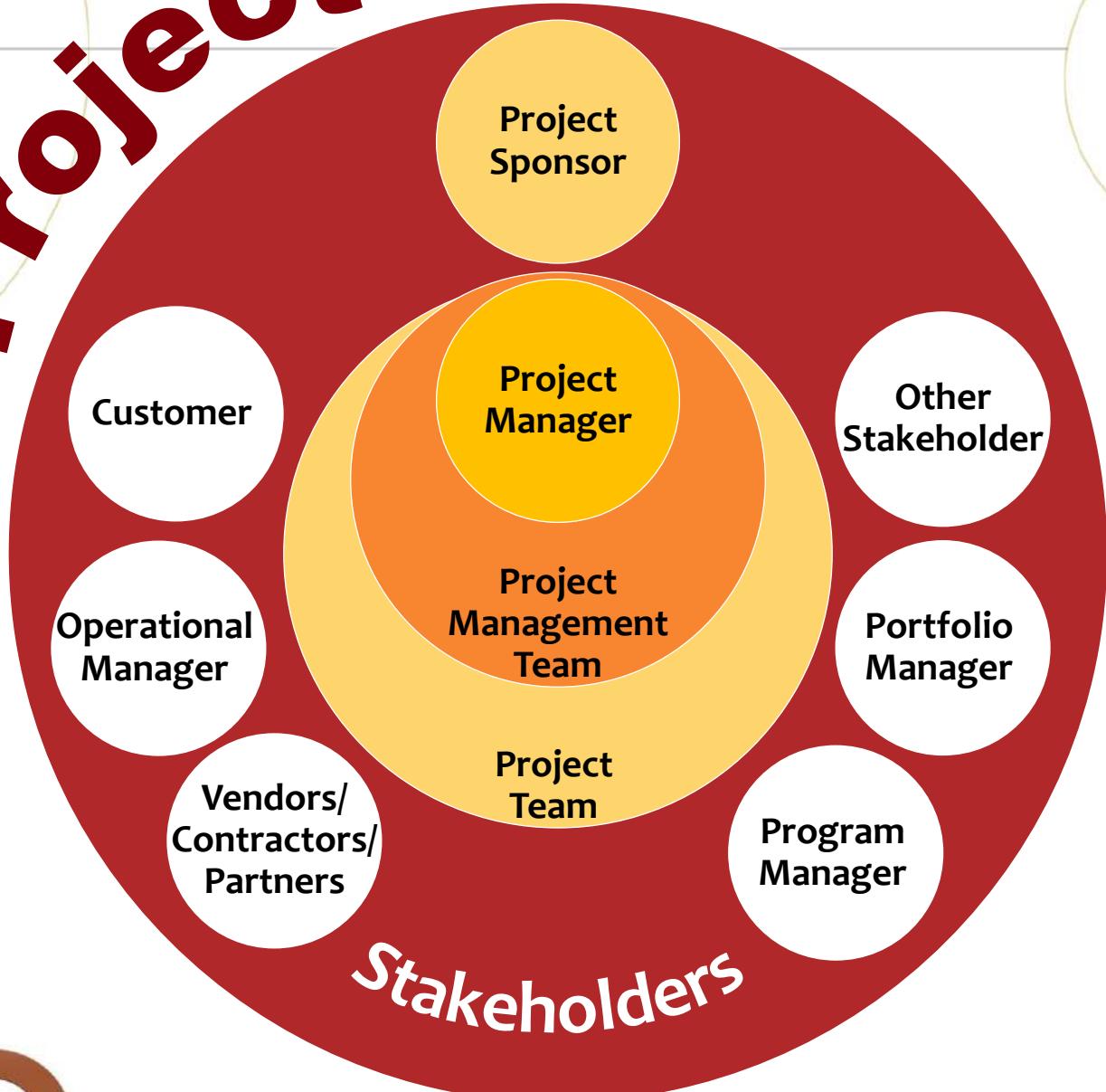
Project Stakeholders

Stakeholders
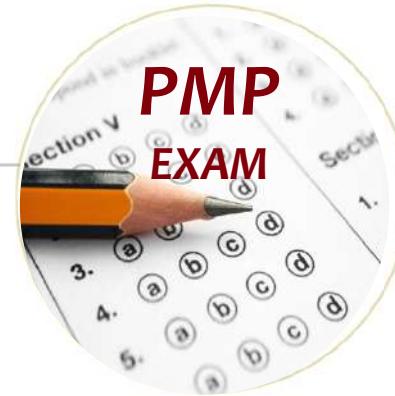
Project Stakeholders are individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful completion

Project

Stakeholders

Project Sponsor

Project Manager

Project Management Team

Project Team

Customer

Operational Manager

Vendors/ Contractors/ Partners

Other Stakeholder

Portfolio Manager

Program Manager

What is "a Process" ?

Activities in pre-defined sequence	Inter-related	Expected deliverables

A PROCESS is set of interrelated activities that are performed to achieve pre-specified set of products, services or results.

Project Management Processes

- **How do we accomplish ?**
  - ◆ **Set of Processes**
    - ➢ *To achieve preset deliverables*

## Project Management Processes are categorized into:

Project Management Processes	Product Oriented Processes
Generally applicable processes irrespective of product of the project	Very specific to product of the project

Project Management Processes

Project Management Processes are grouped into

Initiating
Planning
Executing
Monitoring & Controlling
Closing

Project Management Processes

Planning

Monitoring & Controlling

Initiating

Executing

Closing
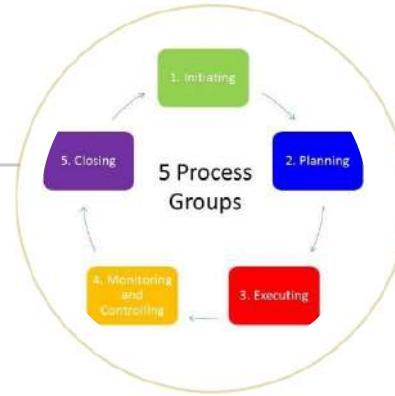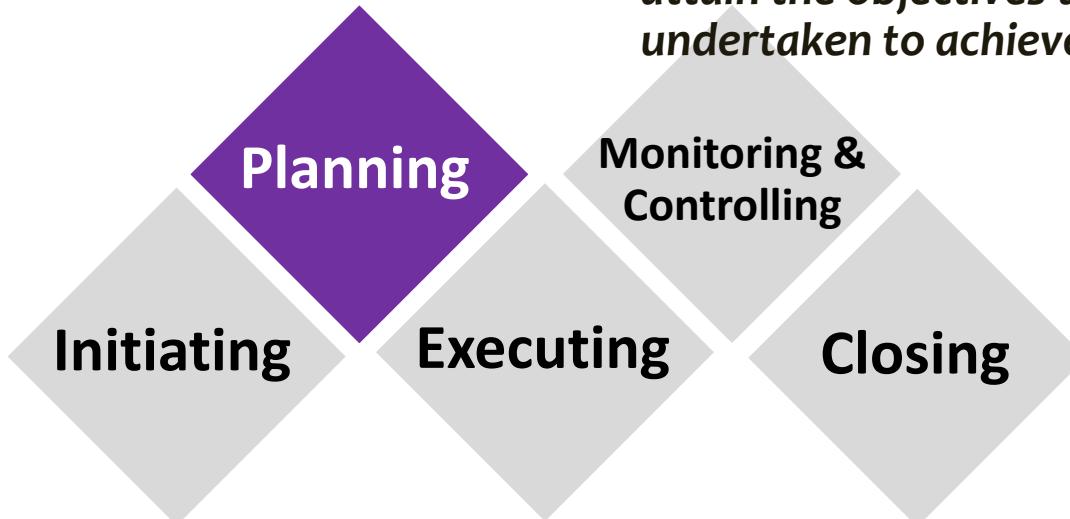
Those processes performed to define a new project or a new phase of an existing project by obtaining authorization to start the project or phase

Project Management Processes
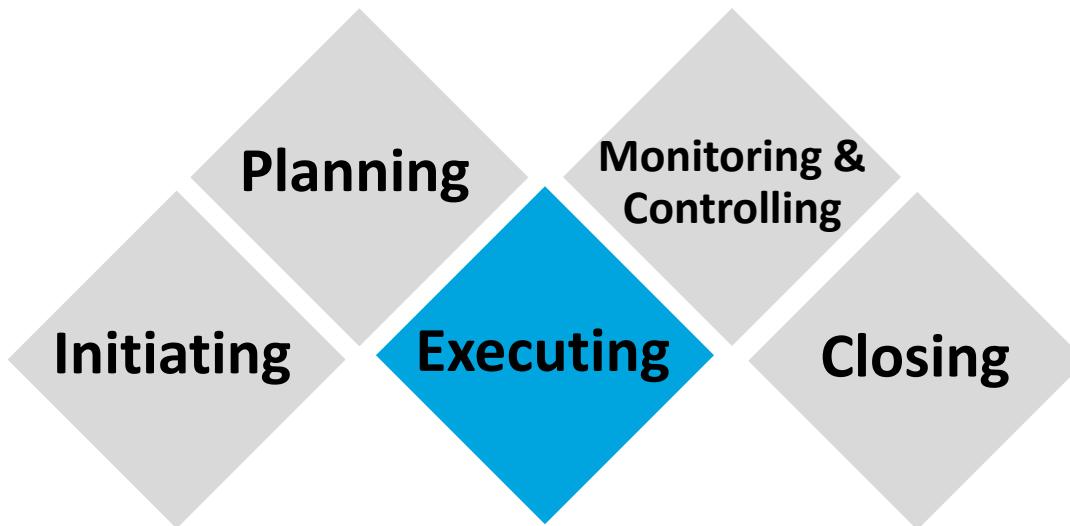
*Those processes required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives that the project was undertaken to achieve*

Planning

Monitoring & Controlling

Initiating

Executing

Closing

Project Management Processes
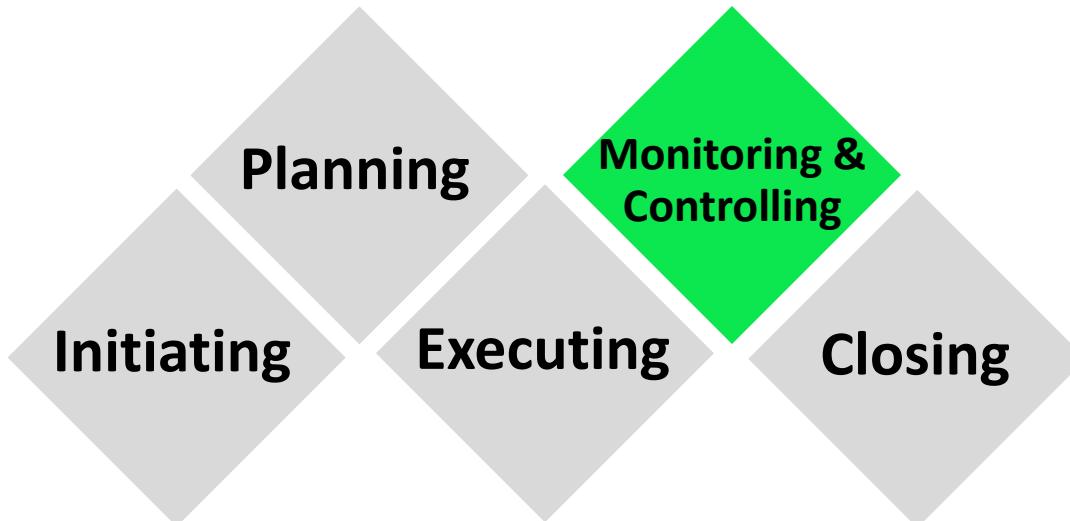
Those processes performed to complete the work defined in the project management plan to satisfy the project requirements

Planning

Monitoring & Controlling

Initiating

Executing

Closing
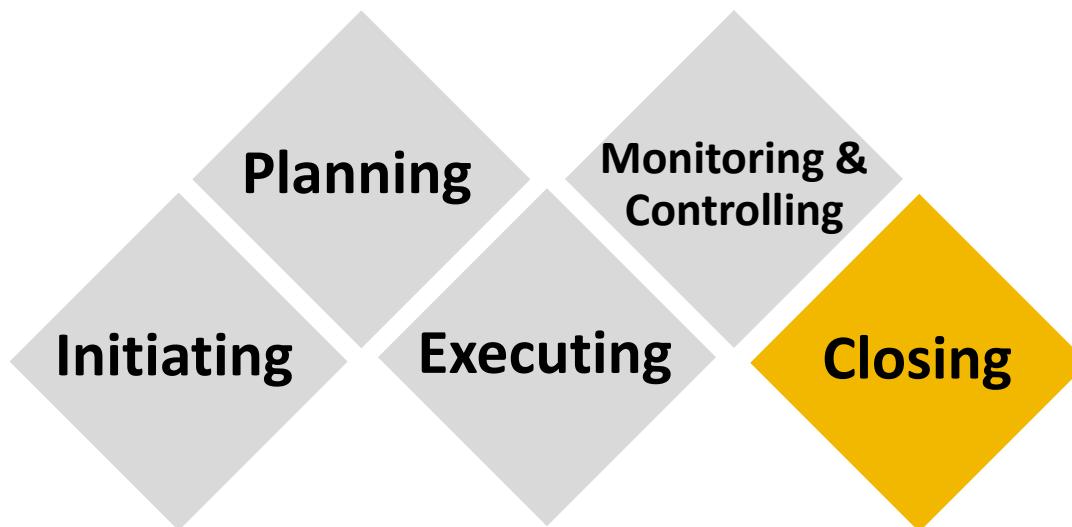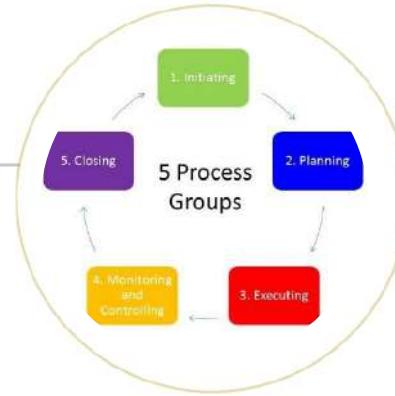
Project Management Processes

Those processes required to track, review, and regulate the progress and performance of the project; identify any areas in which changes to the plan are required; and initiate the corresponding changes.

5 Process Groups

1. Initiating
2. Planning
3. Executing
4. Monitoring and Controlling
5. Closing

Planning

Monitoring & Controlling

Initiating

Executing

Closing

Project Management Processes

Planning

Monitoring & Controlling

Initiating

Executing

Closing
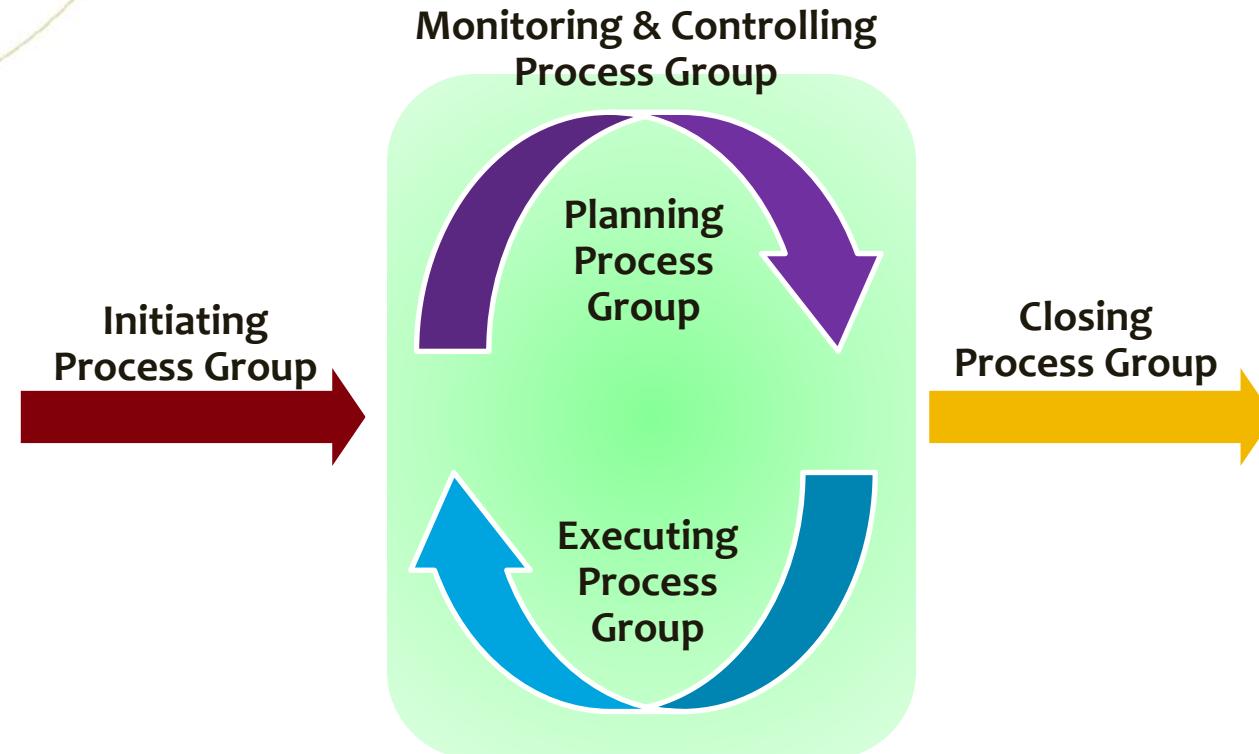
Those processes performed to formally complete or close the project, phase, or contract

Project Management Processes Groups

Monitoring & Controlling
Process Group

Planning
Process
Group

Initiating
Process Group

Closing
Process Group

Executing
Process
Group

5 Process Groups

1. Initiating

2. Planning

3. Executing

4. Monitoring and Controlling

5. Closing

Initiation Process Group

Two (2) Processes
1. Develop Project Charter
2. Identify Stakeholders

Develop Project Charter

Inputs
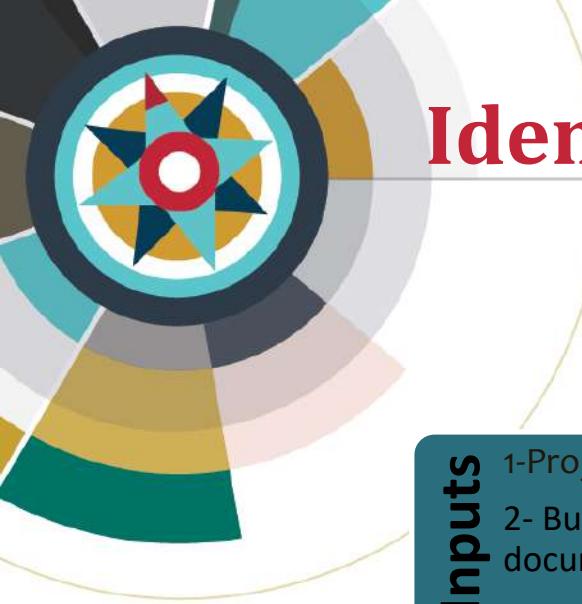
1- Business Documents

2- Agreements

3- Organizational Process Assets

4- Enterprise Environmental Factors

Tools & Techniques

1- Expert Judgement

2- Data Gathering

3- Interpersonal and team Skills

4- Meetings

Outputs

1- Project Charter

2- Assumptions Log

Identify Stakeholders

Inputs

1-Project Charter

2- Business documents

3-Project management plan

4-Agreements

5-Project Documents

6-Enterprise environmental factors

7-Organizational process assets

Tools & Techniques

1- Expert judgment

2- Data gathering

3- Data analysis

4- Data representation

5- Meetings

Outputs

1- Stakeholders register

2- Change requests

3- Project management plan Updates

4- Project documents updates

Planning Process Group

Twenty Four (24) Processes

1. Develop Project Management Plan
2. Plan Scope Management
3. Collect Requirements
4. Define Scope
5. Create WBS
6. Plan Schedule Management
7. Define Activities
8. Sequence Activities

Planning Process Group

Twenty Four (24) Processes

9. Estimate Activity Duration

10. Develop Schedule

11. Plan Cost Management

12. Estimate Costs

13. Determine Budget

14. Plan Quality Management

15. Plan Resource Management

16. Estimate Activity Resources

17. Plan Communications Management

Planning Process Group

Twenty Four (24) Processes

18. Plan Risk Management

19. Identify Risks

20. Perform Qualitative Risk Analysis

21. Perform Quantitative Risk Analysis

22. Plan Risk Response

23. Plan Procurement Management

24. Plan Stakeholder Engagement

Executing Process Group

Ten (10) Processes

1. Direct and Manage Project work
2. Manage Project Knowledge
3. Manage Quality
4. Acquire Resources
5. Develop Team
6. Manage Team
7. Manage Communications
8. Implement Risk Responses
9. Conduct Procurements
10. Manage Stakeholder engagement

Monitoring & Controlling Process Group

Twelve (12) Processes

1. Monitor and Control Project Work
2. Perform Integrated Change Control
3. Validate Scope
4. Control Scope
5. Control Schedule
6. Control Costs
7. Control Quality
8. Control Resources
9. Monitor Communications
10. Monitor Risks
11. Control Procurements
12. Monitor Stakeholder Engagement
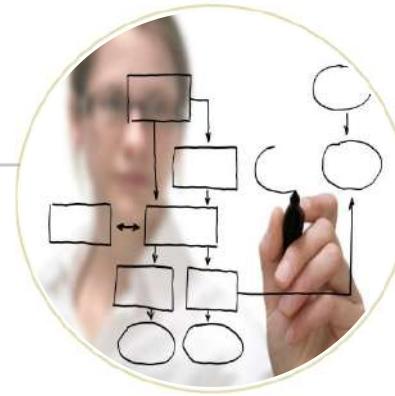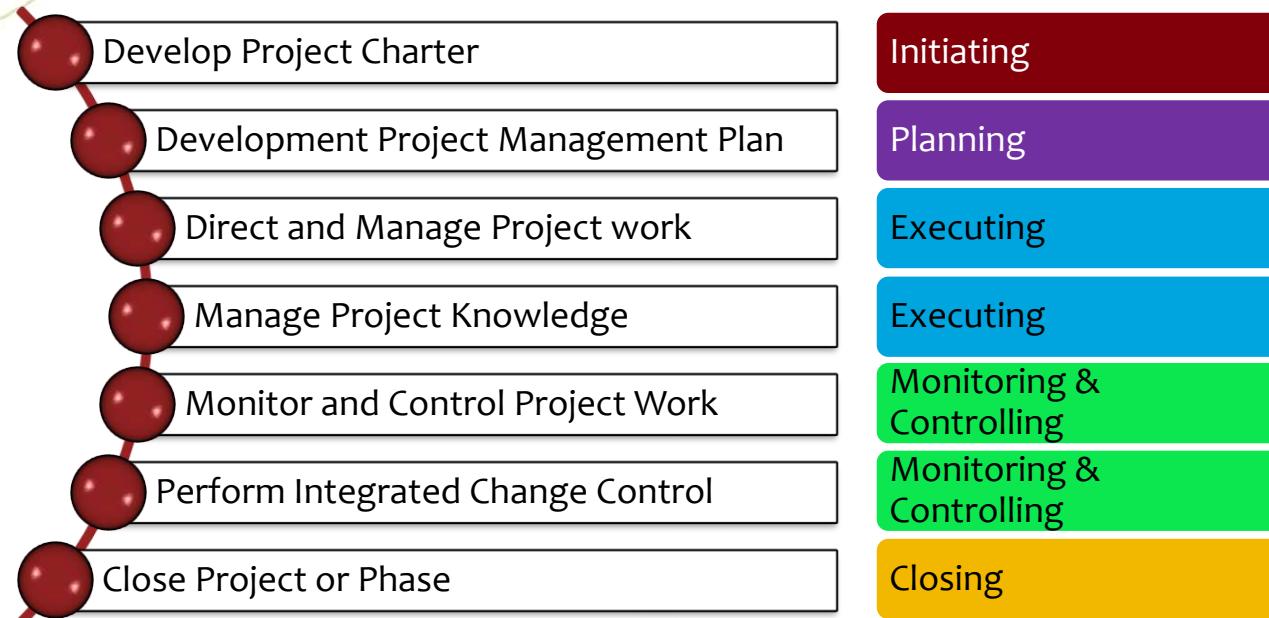
One (1) Process

1. Close Project or phase
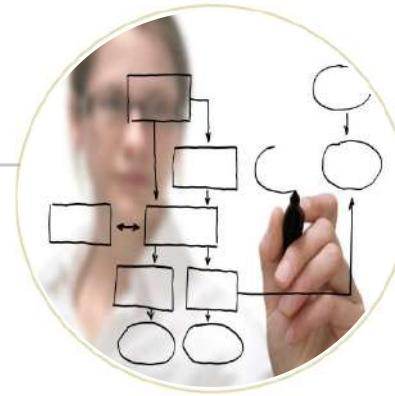
Processes Mapping
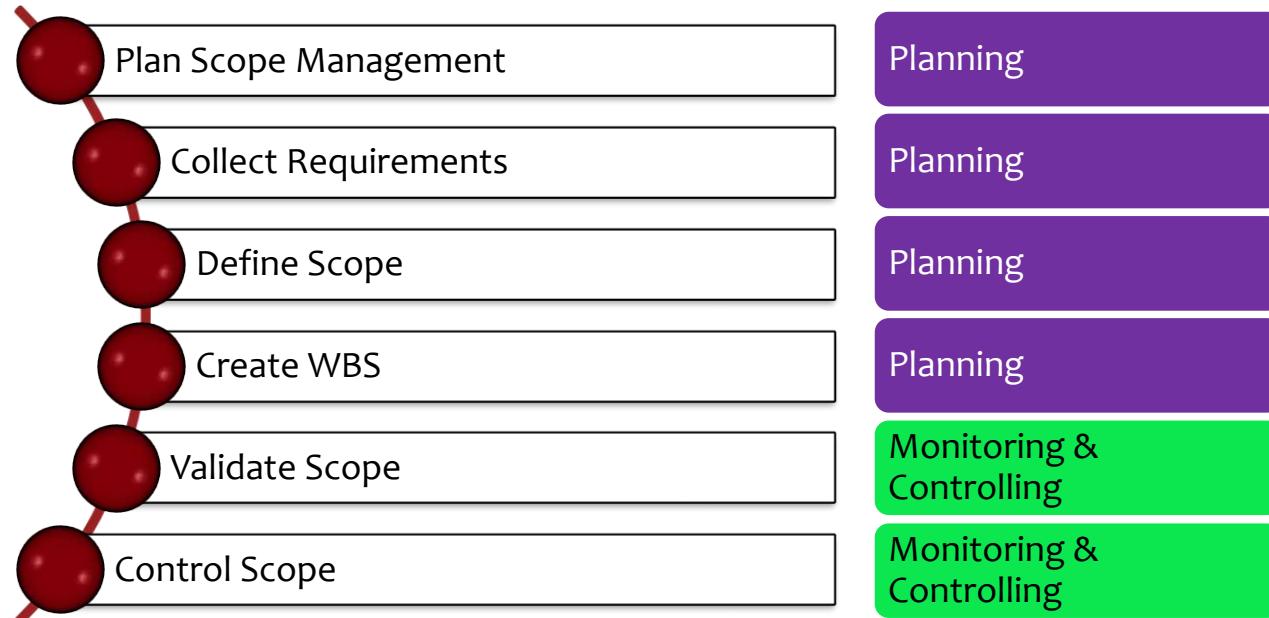
Project Integration Management

Process	Process Group
Develop Project Charter	Initiating
Development Project Management Plan	Planning
Direct and Manage Project work	Executing
Manage Project Knowledge	Executing
Monitor and Control Project Work	Monitoring & Controlling
Perform Integrated Change Control	Monitoring & Controlling
Close Project or Phase	Closing
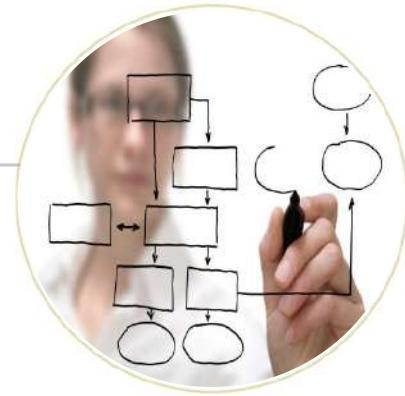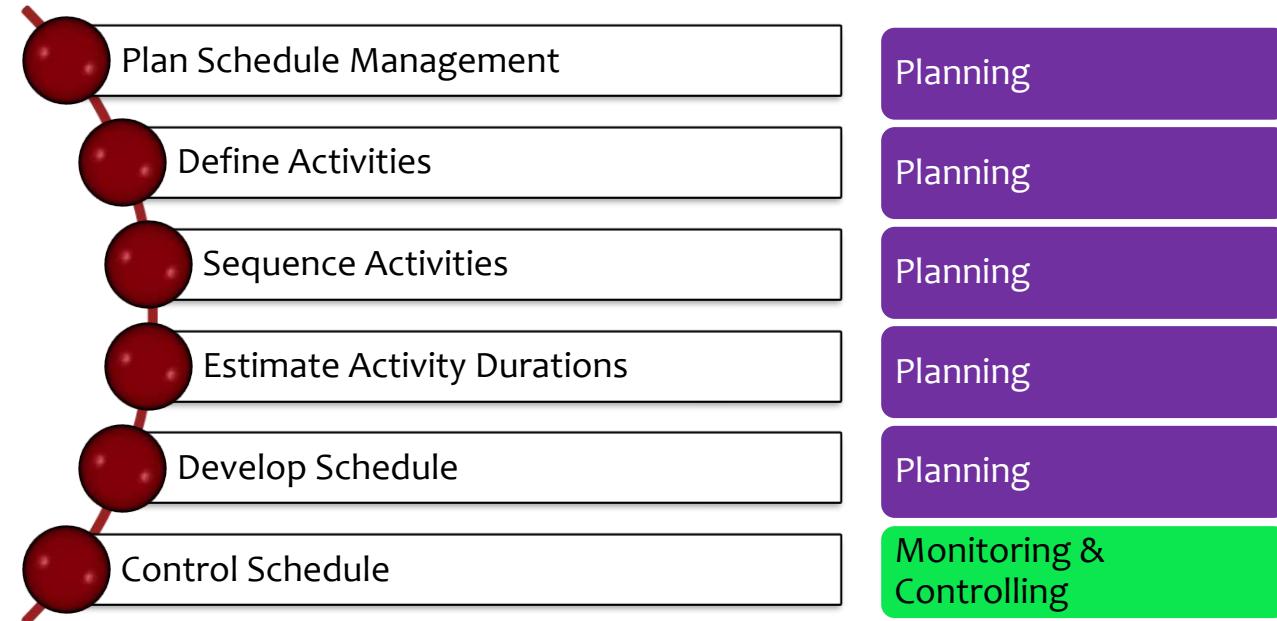
Processes Mapping

Project Scope Management

Plan Scope Management	Planning
Collect Requirements	Planning
Define Scope	Planning
Create WBS	Planning
Validate Scope	Monitoring & Controlling
Control Scope	Monitoring & Controlling
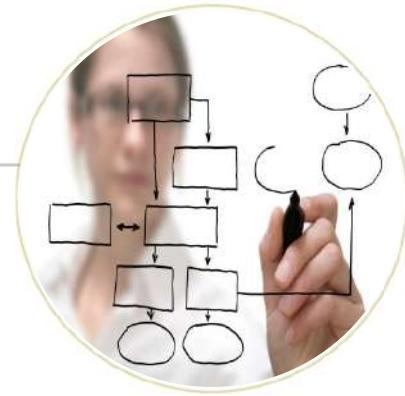
Processes Mapping

Project Schedule Management

Process	Process Group
Plan Schedule Management	Planning
Define Activities	Planning
Sequence Activities	Planning
Estimate Activity Durations	Planning
Develop Schedule	Planning
Control Schedule	Monitoring & Controlling
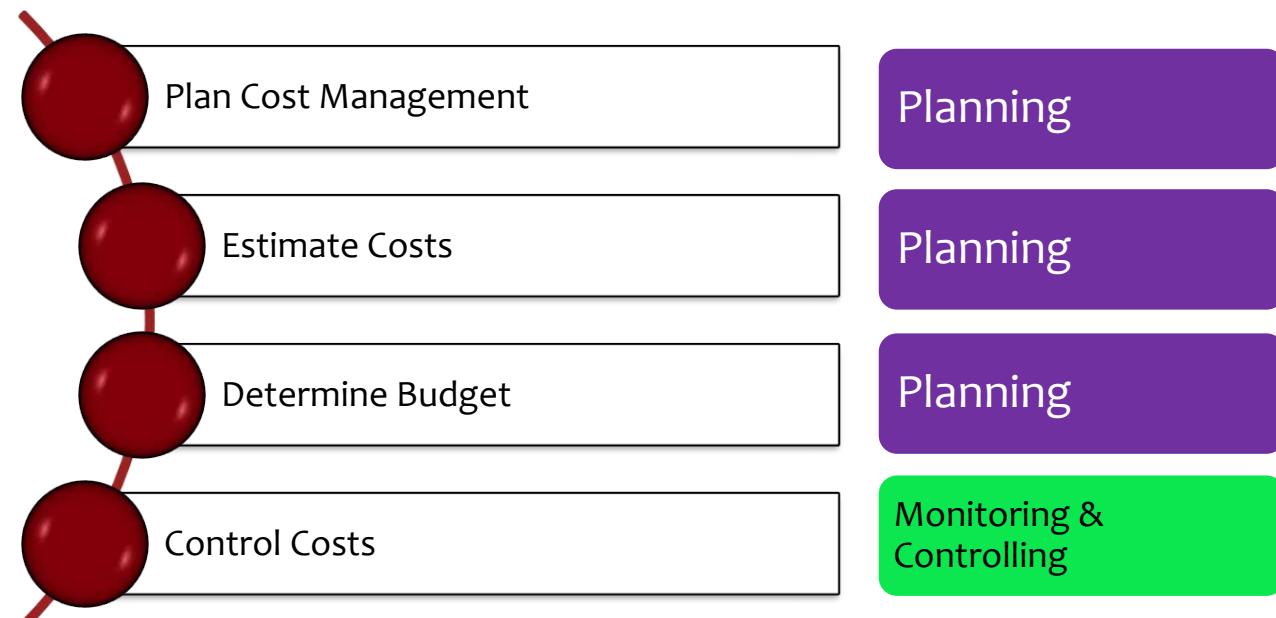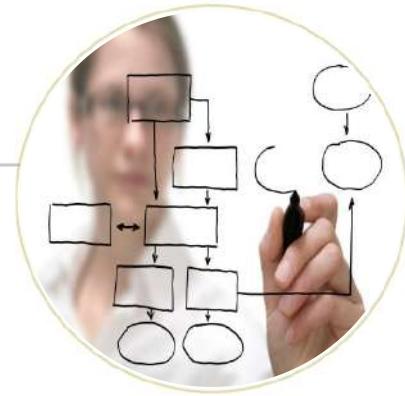
Processes Mapping

Project Cost Management

Process	Process Group
Plan Cost Management	Planning
Estimate Costs	Planning
Determine Budget	Planning
Control Costs	Monitoring & Controlling
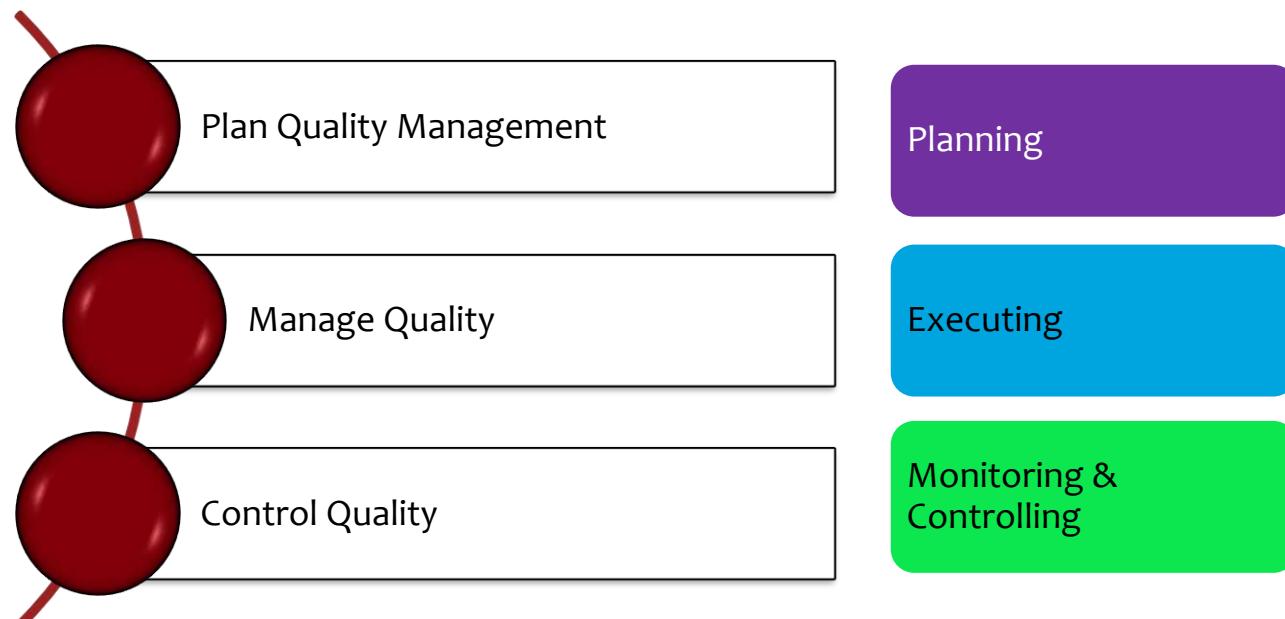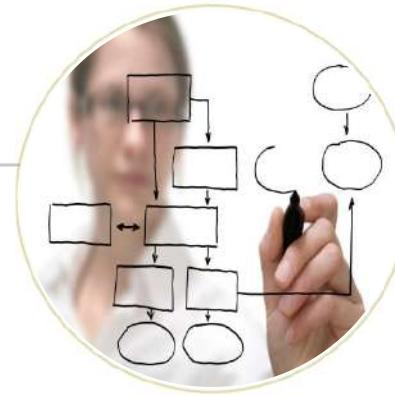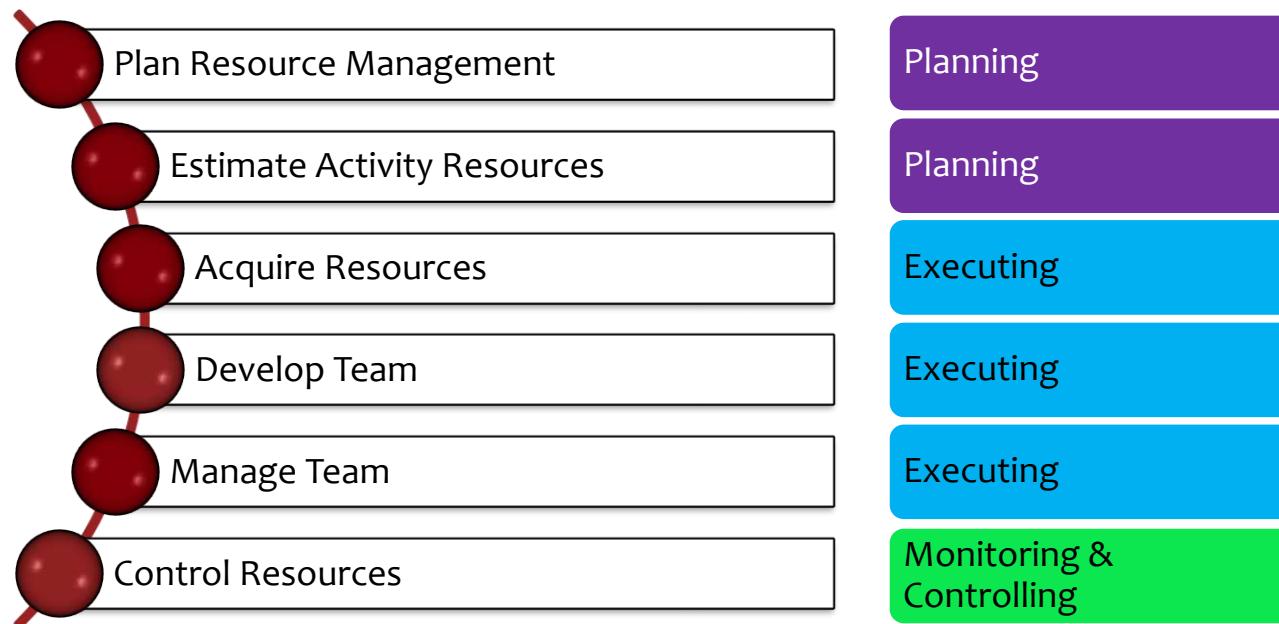
Processes Mapping

Project Quality Management

Plan Quality Management	Planning
Manage Quality	Executing
Control Quality	Monitoring & Controlling
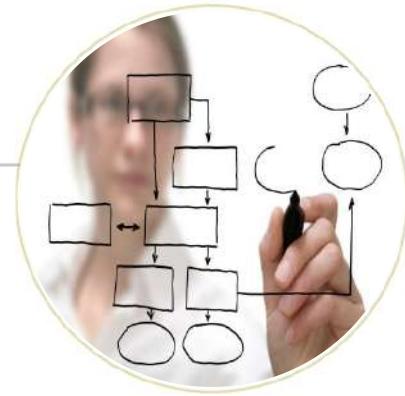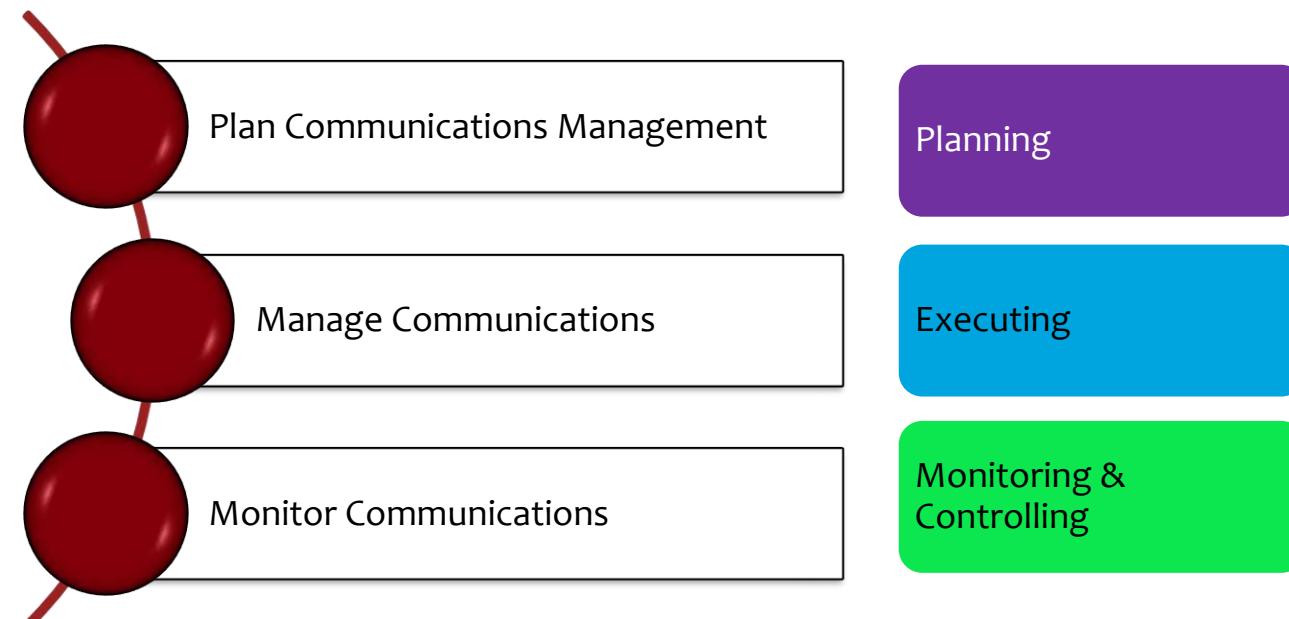
Processes Mapping

Project Resources Management

Plan Resource Management	Planning
Estimate Activity Resources	Planning
Acquire Resources	Executing
Develop Team	Executing
Manage Team	Executing
Control Resources	Monitoring & Controlling
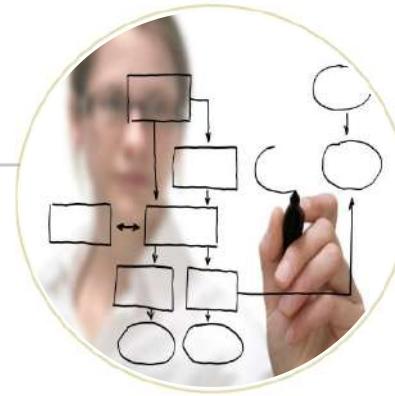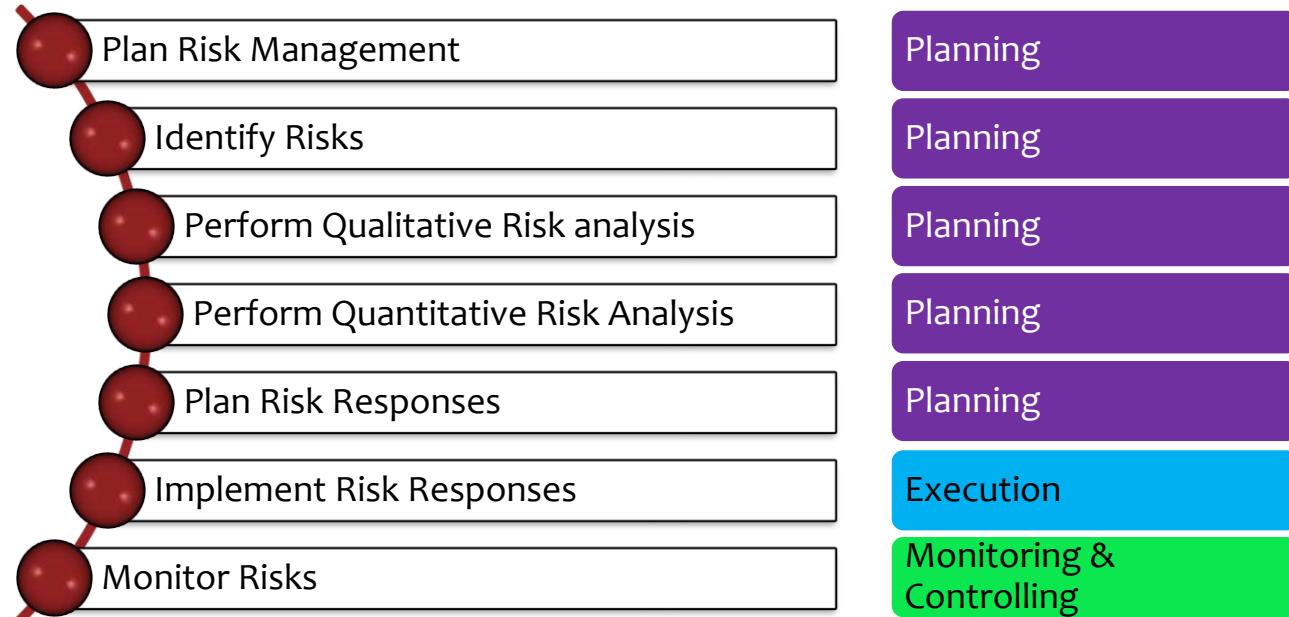
Processes Mapping

Project Communication Management

Process	Process Group
Plan Communications Management	Planning
Manage Communications	Executing
Monitor Communications	Monitoring & Controlling
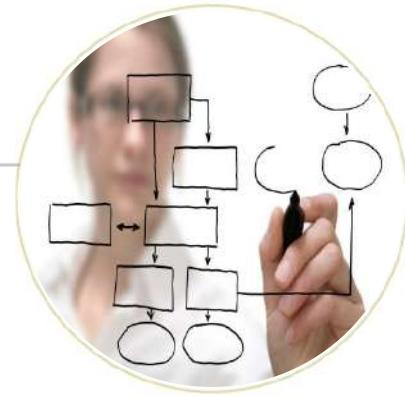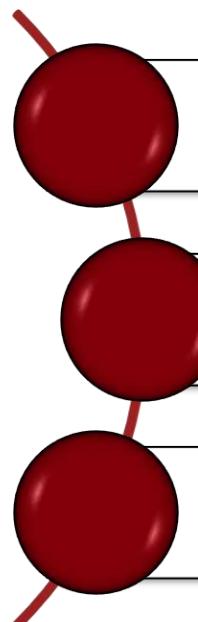
Processes Mapping

Project Risk Management

Process	Group
Plan Risk Management	Planning
Identify Risks	Planning
Perform Qualitative Risk analysis	Planning
Perform Quantitative Risk Analysis	Planning
Plan Risk Responses	Planning
Implement Risk Responses	Execution
Monitor Risks	Monitoring & Controlling

Processes Mapping

Project Procurement Management

Process	Group
Plan Procurement Management	Planning
Conduct Procurements	Executing
Control Procurements	Monitoring & Controlling
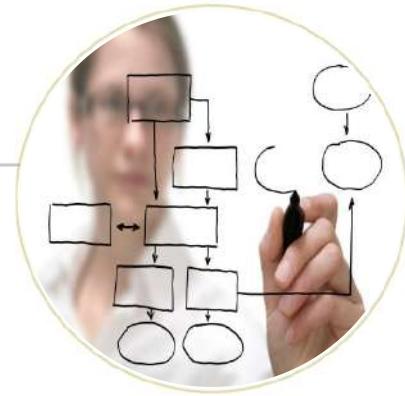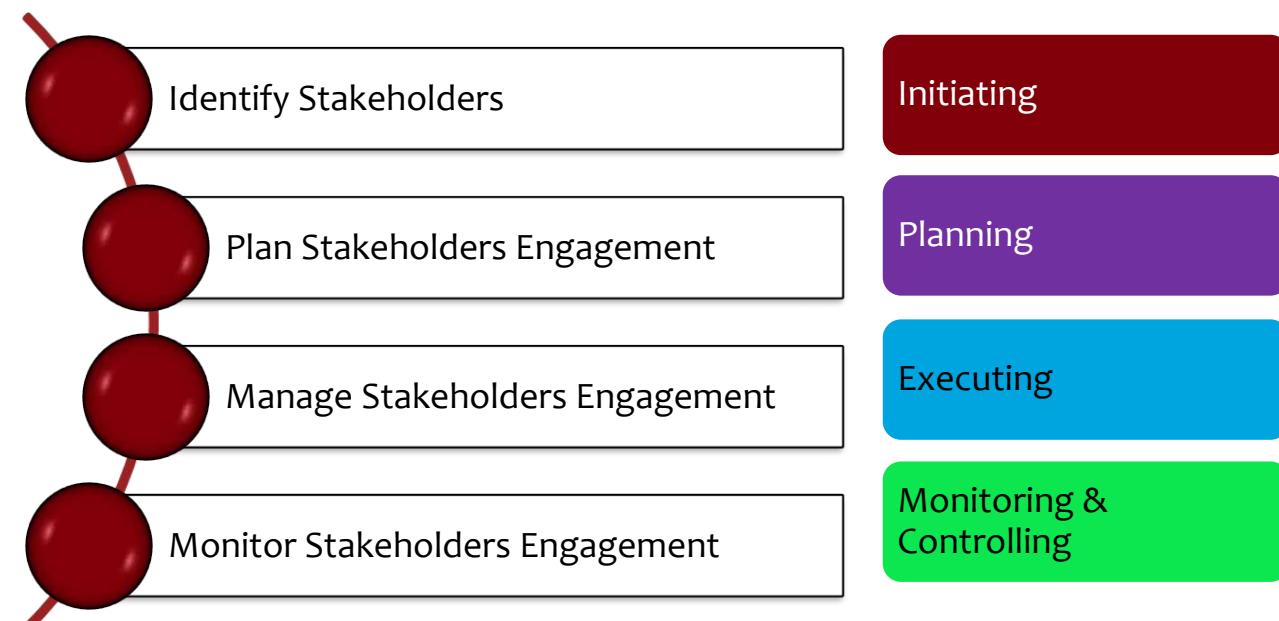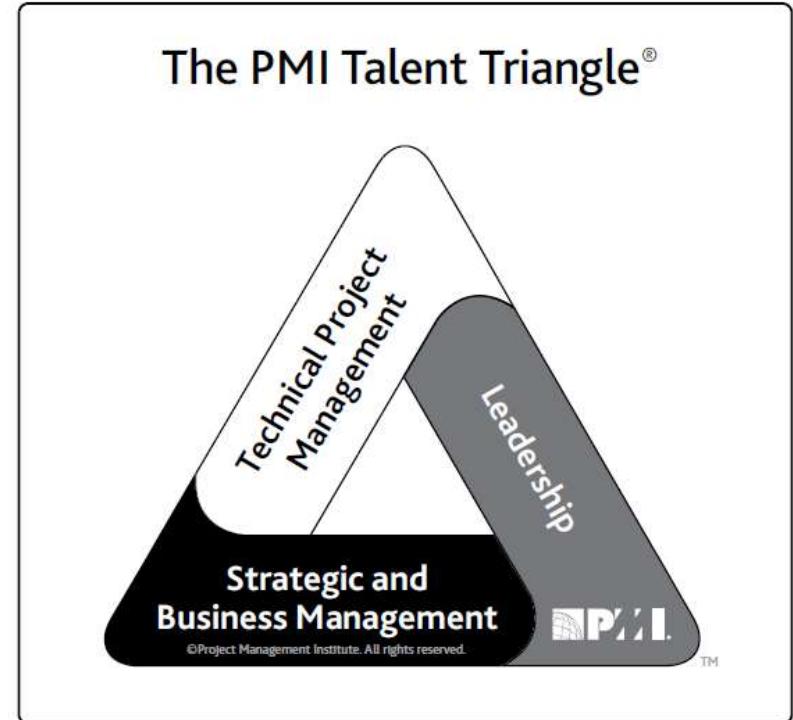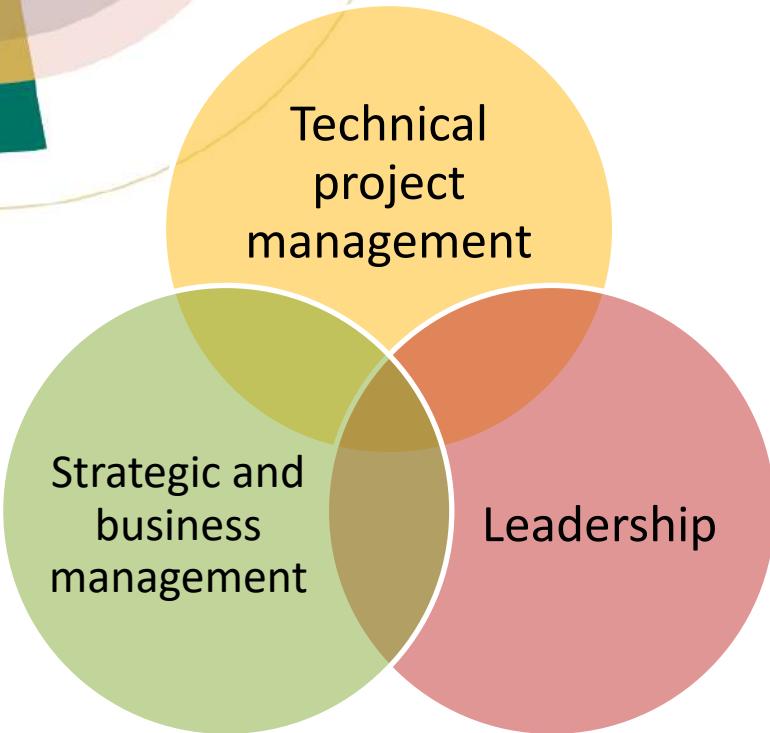
Processes Mapping

Project Stakeholders Management

Process	Process Group
Identify Stakeholders	Initiating
Plan Stakeholders Engagement	Planning
Manage Stakeholders Engagement	Executing
Monitor Stakeholders Engagement	Monitoring & Controlling

Project Manager Competences

Technical project management

Strategic and business management

Leadership

The PMI Talent Triangle®

Technical Project Management

Leadership

Strategic and Business Management

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PgMP
PREPARATION COURSE

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M_o_R Practitioner, P3O Practitioner,
MoP Practitioner

PRESENTS

BASED ON THE

FOURTH EDITION

SEAQ
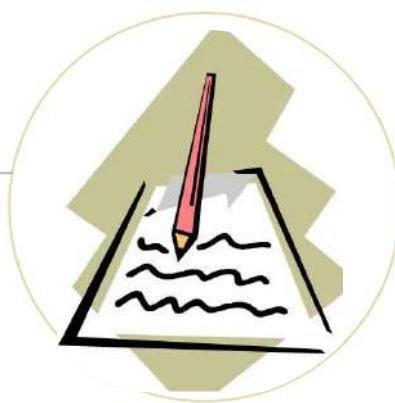
Milestone

Role of the Program Manager
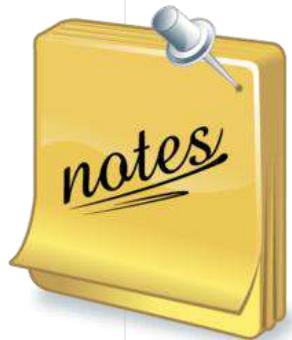
Definition

A program manager is **the person authorized by the performing organization to lead the team or teams responsible for achieving program objectives.**

Role of the Program Manager

The program manager maintains responsibility for the **leadership, conduct, and performance** of a program, and for **building a program team that is capable of achieving program objectives and delivering anticipated program benefits.**

Program Manager Competences
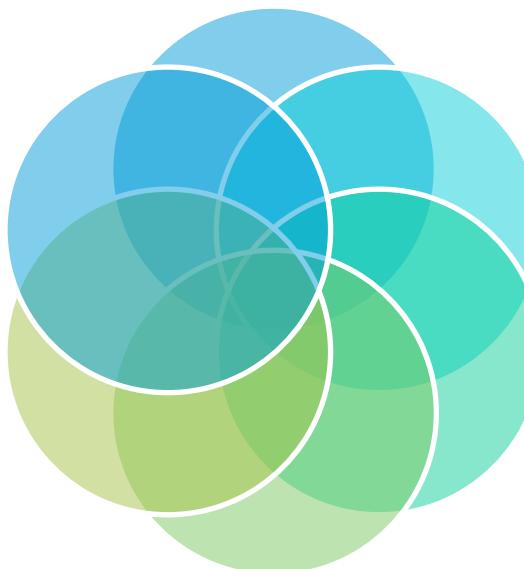
Communication skills

Stakeholder engagement skills

Integration skills

Change management skills

Analytical skills

Leadership skills

Program Manager Competences

Communication skills

Communication skills that enable effective exchange of information with a wide variety of program stakeholders, including program team members, sponsors, customers, vendors, and senior management, whether individually or in groups or in committees.

Program Manager Competences

Communication skills

Integration skills

Stakeholder engagement skills

Analytical skills

Change management skills

to support the need to manage the complex issues that often arise as a consequence of stakeholder interactions. The program manager should recognize the dynamic aspects of managing individual and group expectations.

Leadership skills

Program Manager Competences

Skills that enable effective engagement with individual stakeholders and governance and review committees, to gain the necessary agreements, alignment, and approvals when program strategies or plans need to be adapted.

Communication skills

Stakeholder engagement skills

Integration skills

Analytical skills

Change management skills
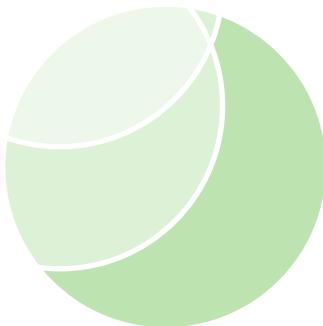
Leadership skills

Program Manager Competences

Leadership skills to guide program teams through the program life cycle. Program managers work with component managers and often with functional managers to gain support, resolve conflicts, and direct individual program team members by providing specific work instructions.

Communication skills

Stakeholder management skills

Integration skills

Analytical skills

Change management skills

Leadership skills

Program Manager Competences

Communication skills

Integration skills

Analytical skills

Leadership skills

Skills that enable a program manager to assess whether the outputs and outcomes of program components will contribute as expected to the delivery of program benefits, or to assess the potential impact of external events on the program's strategy or plans.
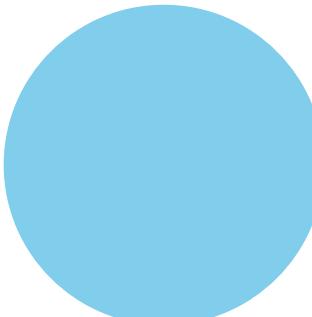
Program Manager Competences

Integration
skills

Communication
skills

Stakeholder
engagement
skills

Analytical
skills

Change
management
skills

Leadership
skills
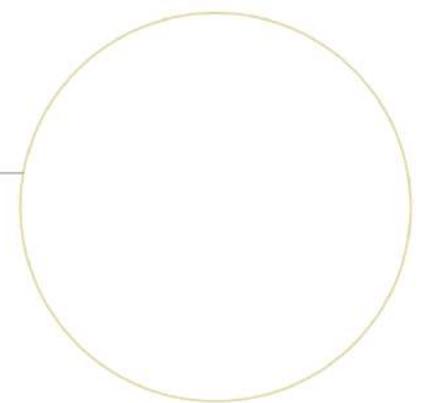
A program manager should possess the ability to describe and present a program's strategic vision and plan holistically. It is the program manager's responsibility to ensure the continuous alignment of the program component plans with the program's goals and pursuit of organizational benefits.
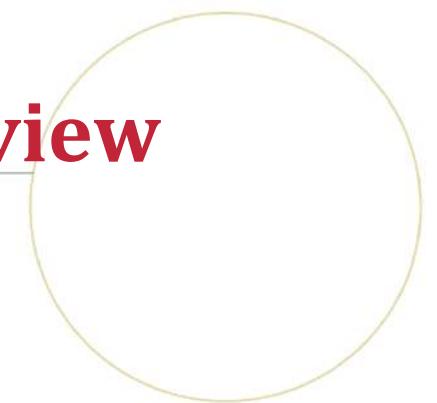
Program Management Performance Domain

Program life cycle phases overview

To successfully deliver benefits to an organization, programs are implemented using three major phases, which include:

Program Definition Phase → **Program Delivery Phase** → **Program Closure Phase**

Program life cycle phases overview

Program Definition Phase → **Program Delivery Phase** → **Program Closure Phase**

- This phase consists of program activities conducted to authorize the program and
- develop the program roadmap required to achieve the expected results. As part of program definition, the program
- business case and program charter are formulated. Once approved, the program management plan is prepared.

- Program delivery comprises the program activities performed to produce the intended results of each component in accordance with the program management plan. Throughout this phase, individual components are initiated, planned, executed, transitioned, and closed, while benefits are delivered, transitioned, and sustained.

- This phase includes the program activities necessary to transition the program benefits to the sustaining organization and formally close the program in a controlled manner. During program closure, the program is transitioned and closed or terminated early, or work is transitioned to another program.

Program definition phase

The program definition phase includes **program activities** conducted to:

1. **Authorize the program**

2. **Develop the program roadmap required to achieve the expected results;**

it typically includes activities that are performed as the result of an organization's plan to fulfill strategic objectives or achieve a desired state within an organization's portfolio.

Program Definition Phase

Program formulation

- **Program formulation** involves **the development of the program business case** which states the overall expected benefits to be addressed by the program in support of the strategic initiatives.

- **The program charter serves as the primary document** that is reviewed by the program steering committee to decide if the program will be authorized.

- The contents of the program charter generally consist of the following questions and their answers:

| Justification	Vision	Strategic alignment	Benefits	Scope
Benefit strategy	Assumptions and constraints	Components	Risks and issues	Timeline
	Resources needed	Stakeholder considerations	Program governance	

Program Planning

When Should Program Planning Commence?

Program planning commences upon formal approval of the program charter by the program steering committee. In this phase, a governance structure is established, the initial program organization is defined, and a team is assembled to develop the program management plan.
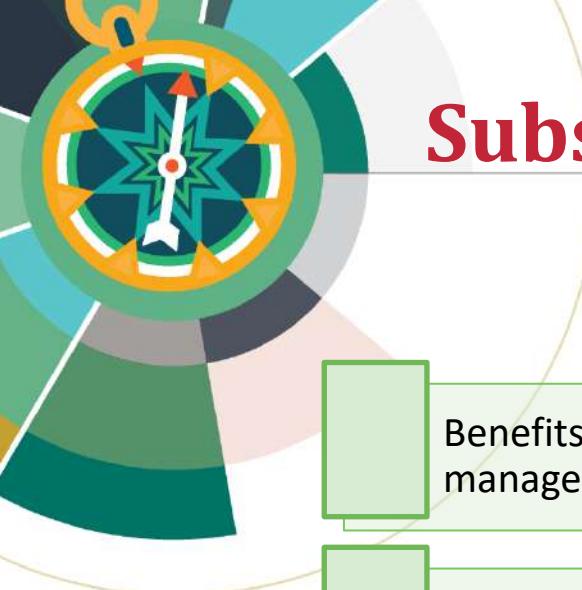
Program Planning
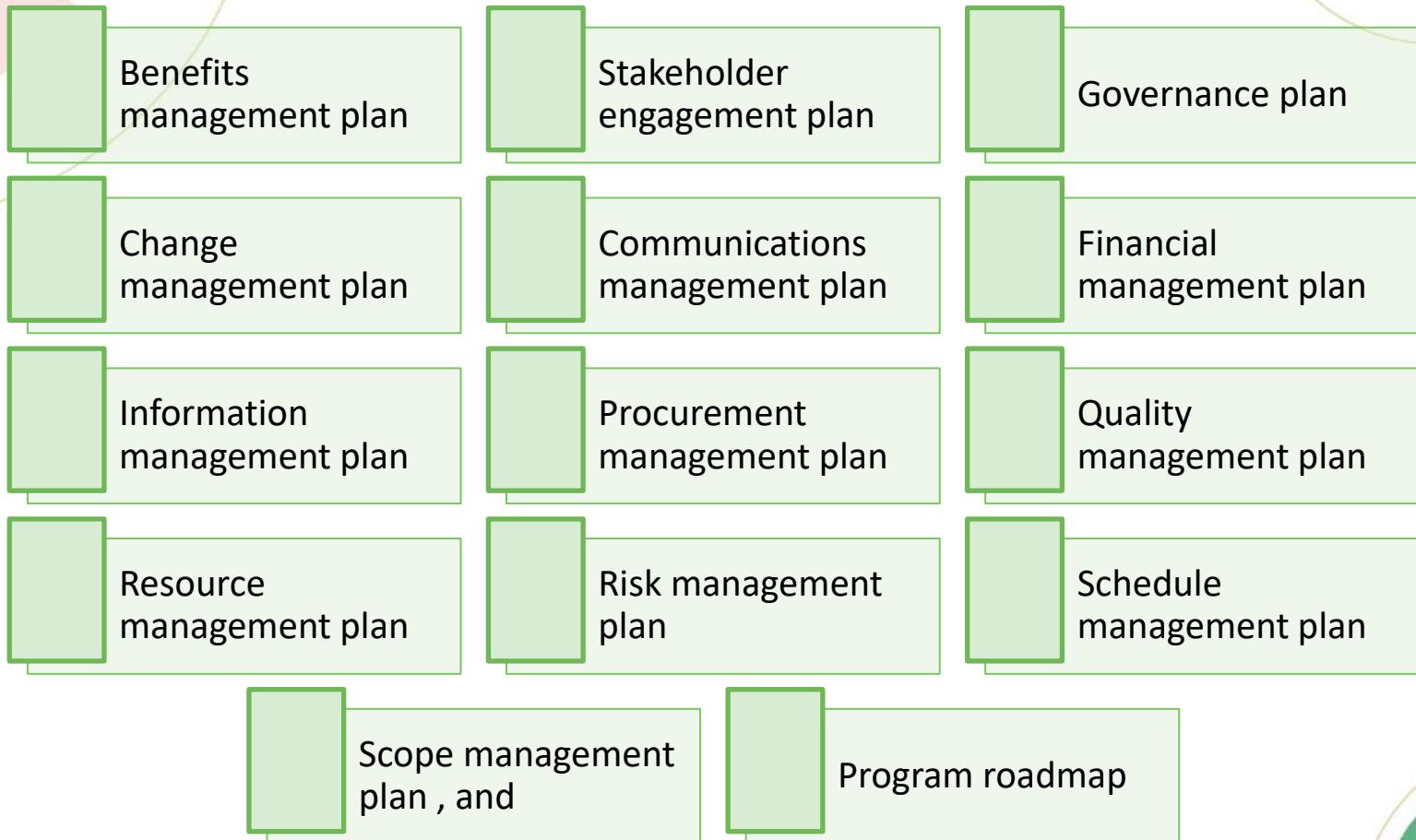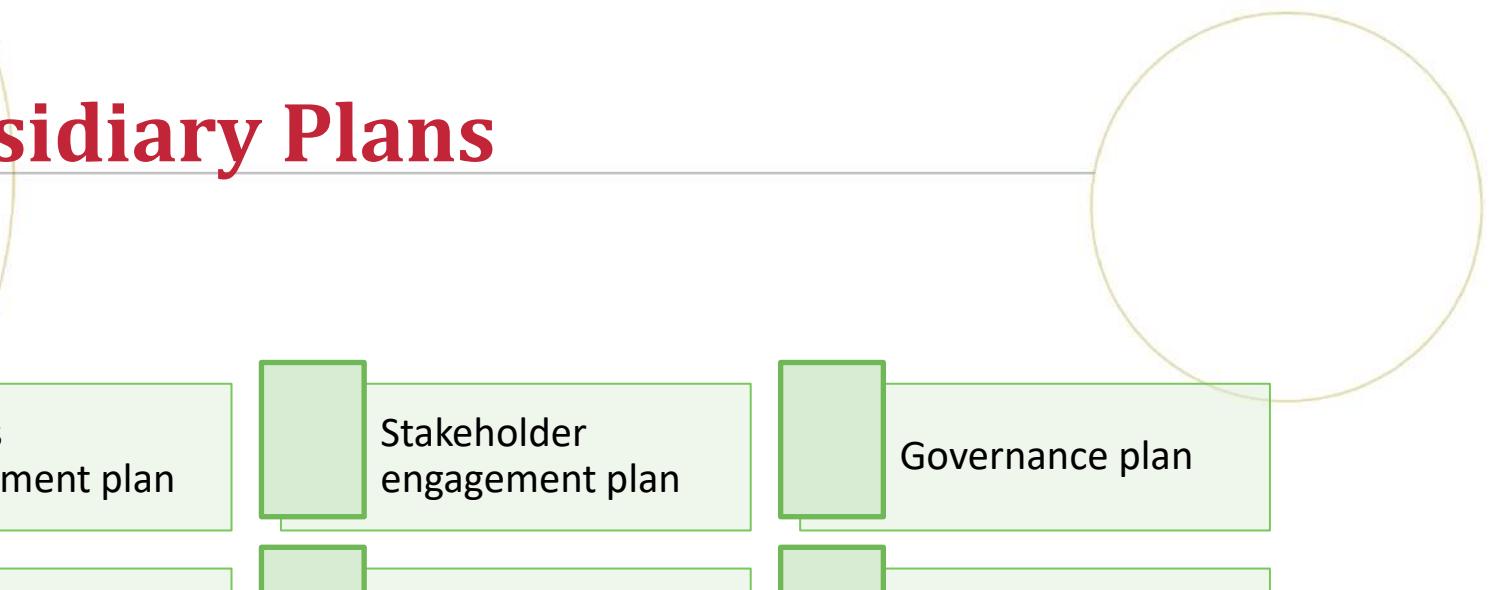
The **Program Management Plan** is the document that:

1. **integrates the program's subsidiary plans**

2. **establishes the management controls**

3. **overall plan for integrating and managing the program's individual components**

Subsidiary Plans

- Benefits management plan
- Stakeholder engagement plan
- Governance plan
- Change management plan
- Communications management plan
- Financial management plan
- Information management plan
- Procurement management plan
- Quality management plan
- Resource management plan
- Risk management plan
- Schedule management plan
- Scope management plan , and
- Program roadmap

Program Delivery phase

The program delivery phase includes **program activities** performed to:

1. **produce the intended results of each component in accordance with the program management plan;**

Program delivery Phase

This phase is considered iterative instead of linear, as the capabilities produced by each component are integrated into the overall program to facilitate delivery of the intended program benefits.

Program Delivery phase

Each program component will progress through the following program delivery sub-phases:

Component authorization and planning,	Component oversight and integration	Component transition and closure
• Component authorization involves the initiation of components based on the organization's specified criteria and individual business cases developed for each component. These criteria are generally included in the program governance plan.	• In the context of a program, some components may produce benefits as individual components, while other components are integrated with others before the associated benefits may be realized. Each component team executes its associated plans and program integrative work	• After the program components have produced deliverables and coordinated the successful delivery of their products, services, or results, these components are typically scheduled for closure or transition to operations or ongoing work. Component transition addresses the need for ongoing activities such as product support, service management, change management, user engagement, or customer support from a program component to an operational support functionin order for the ongoing benefits to be achieved

Program Closure Phase

The program closure phase includes **program activities** performed to:

1. **transition program benefits to the sustaining organization and formally close the program in a controlled manner.**

Program Closure Phase
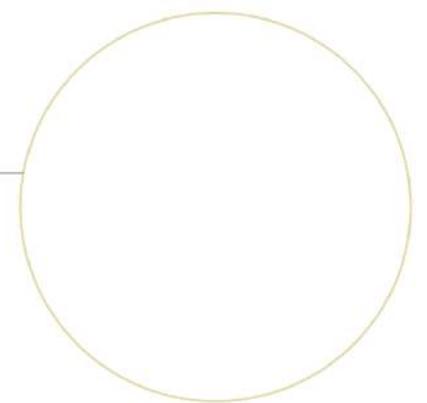
Program Closure Phase

Program Closure Phase

During program transition, the program steering committee is consulted to determine whether: (a) the program has met all of the desired benefits and that all transition work has been performed within the component transition, or (b) there is another program or sustaining activity that will oversee the ongoing benefits for which this program was chartered.
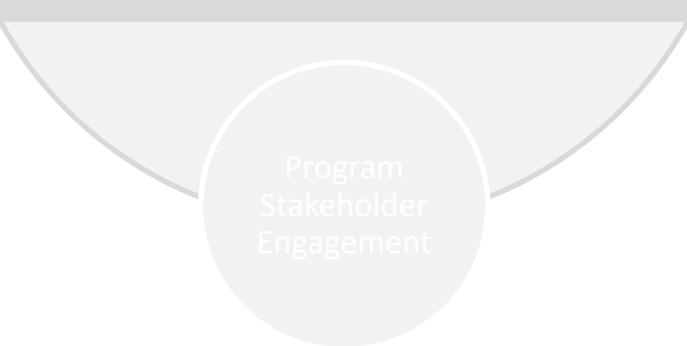
Program Management Performance Domain

Program Strategy Alignment

Program Strategy Alignment—Performance domain that identifies program outputs and outcomes to provide benefits aligned with the organization's goals and objectives.
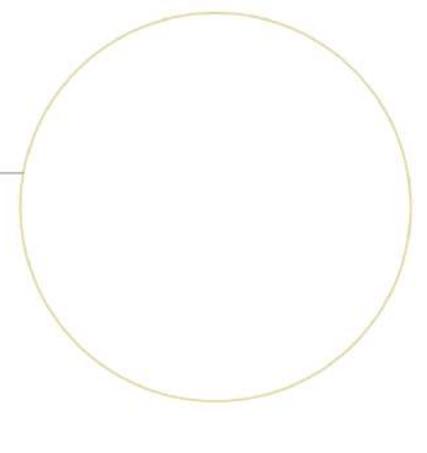
Program Stakeholder Engagement
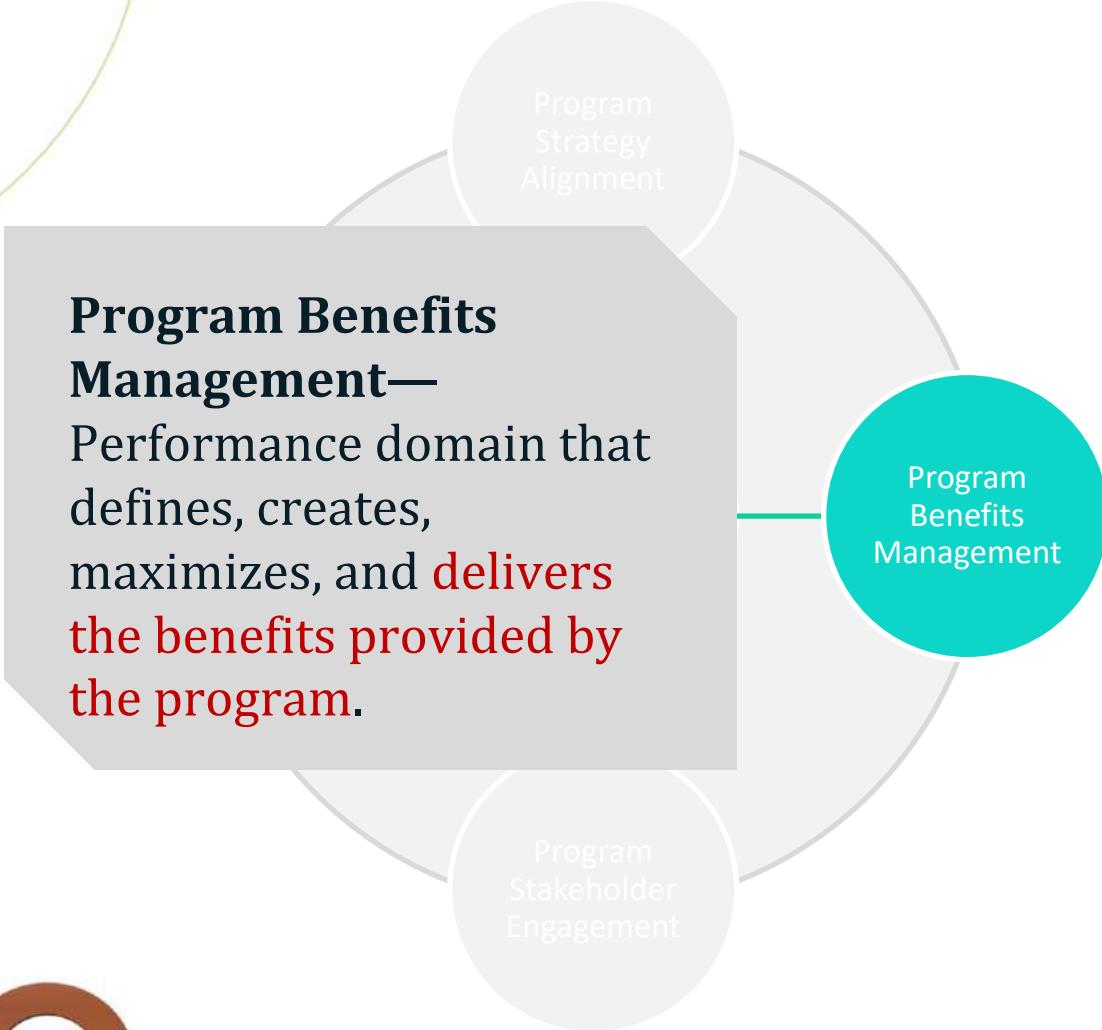
Program Management Performance Domain

Program Benefits Management— Performance domain that defines, creates, maximizes, and delivers the benefits provided by the program.

Program Strategy Alignment
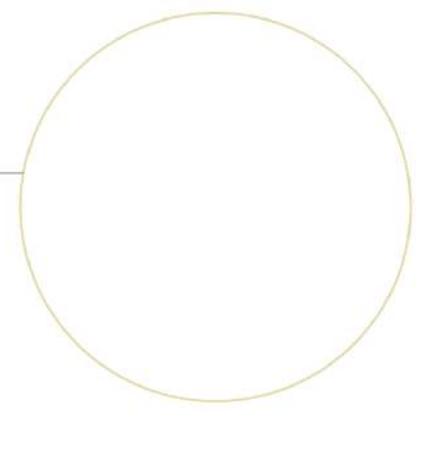
Program Benefits Management

Program Stakeholder Engagement

Program Management Performance Domain

Program
Strategy
Alignment

Program
Governance

Program Governance— Performance domain that enables and performs program decision making, establishes practices to support the program, and maintains program oversight.

Program
Stakeholder
Engagement
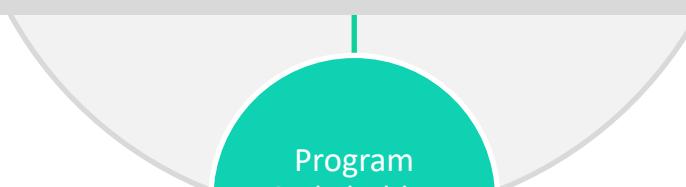
Program Management Performance Domain

Program Strategy Alignment
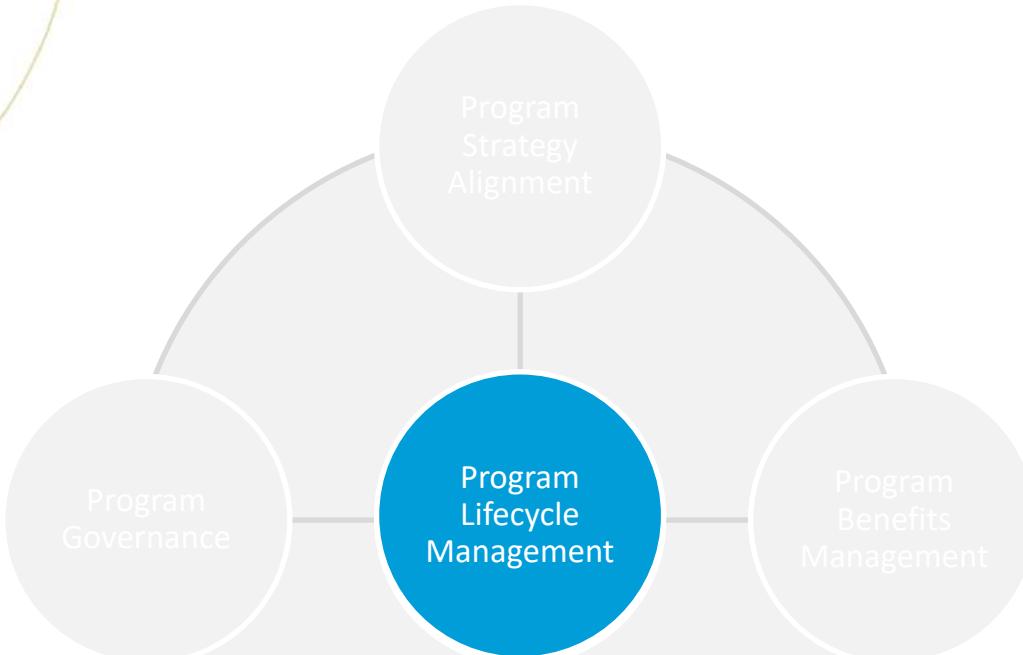
Program Stakeholder Engagement— Performance domain that identifies and analyzes stakeholder needs and manages expectations and communications to foster stakeholder support.

Program Stakeholder Engagement

Program Management Performance Domain

Program Strategy Alignment

Program Governance

Program Lifecycle Management

Program Benefits Management

Program Life Cycle Management— Performance domain that manages program activities required to facilitate effective program definition, program delivery, and program closure.
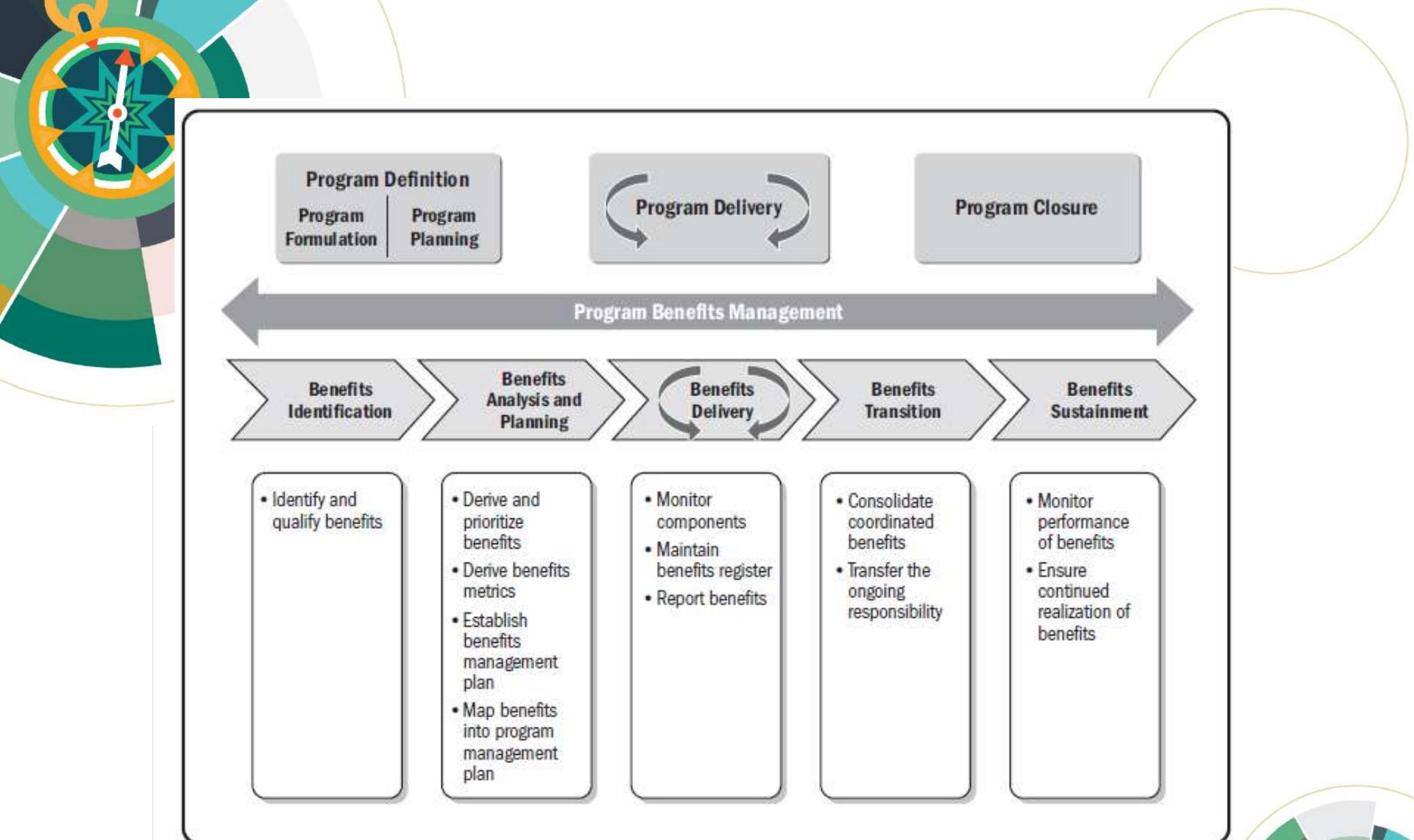
Figure 4-1. Program Life Cycle and Program Benefits Management
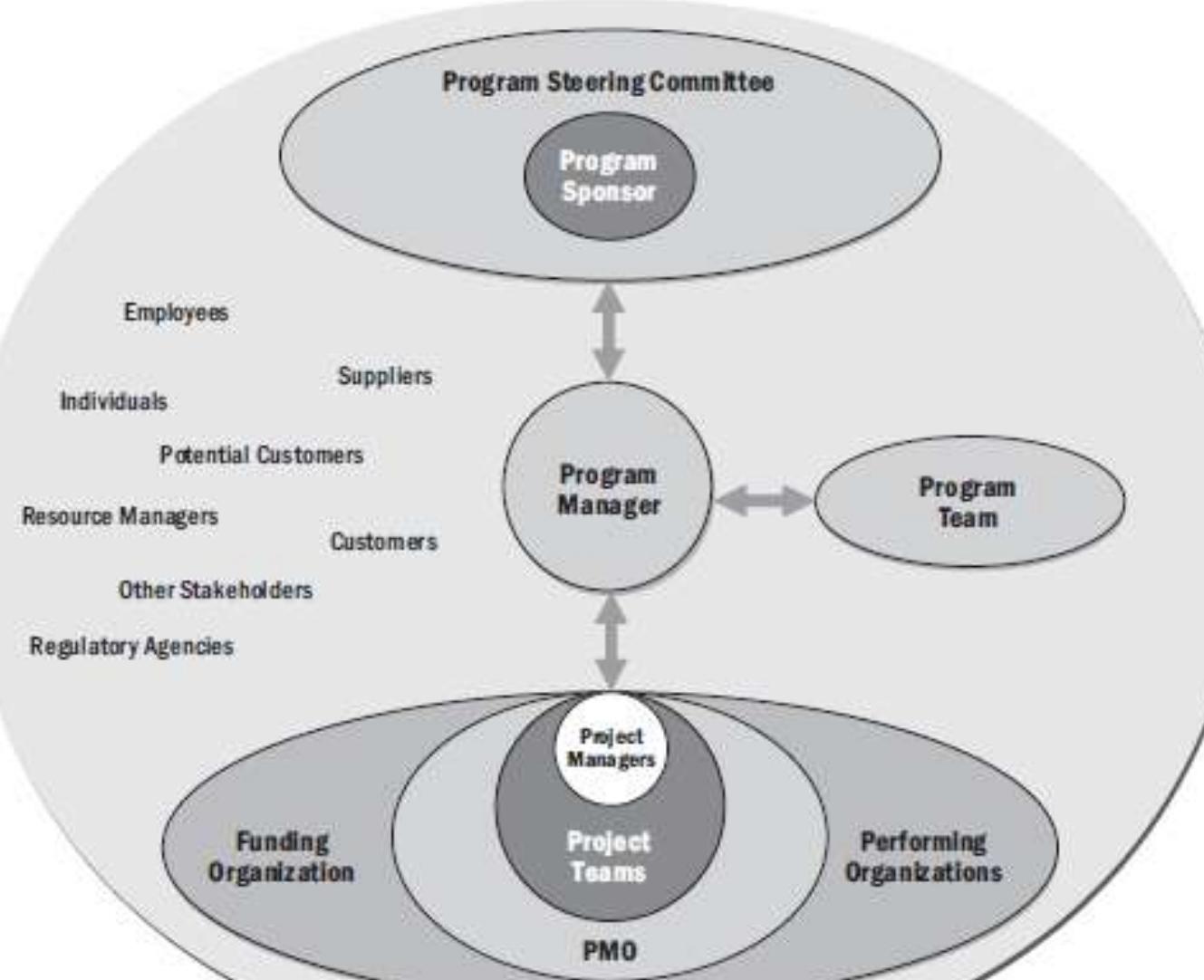
Figure 5-1. Stakeholder Environment for Programs

Program Governance

Program Governance comprises the framework, functions, and processes **by which a program is monitored, managed, and supported in order to meet organizational strategic and operational goals.**

Program Governance Practices

Program Governance Plan

Program Governance And Vision And Goals

Program Approval, Endorsement, And Definition

Program Success Criteria

Program Monitoring, Reporting, And Controlling

Program Risk And Issue Governance

Program Quality Governance

Program Change Governance
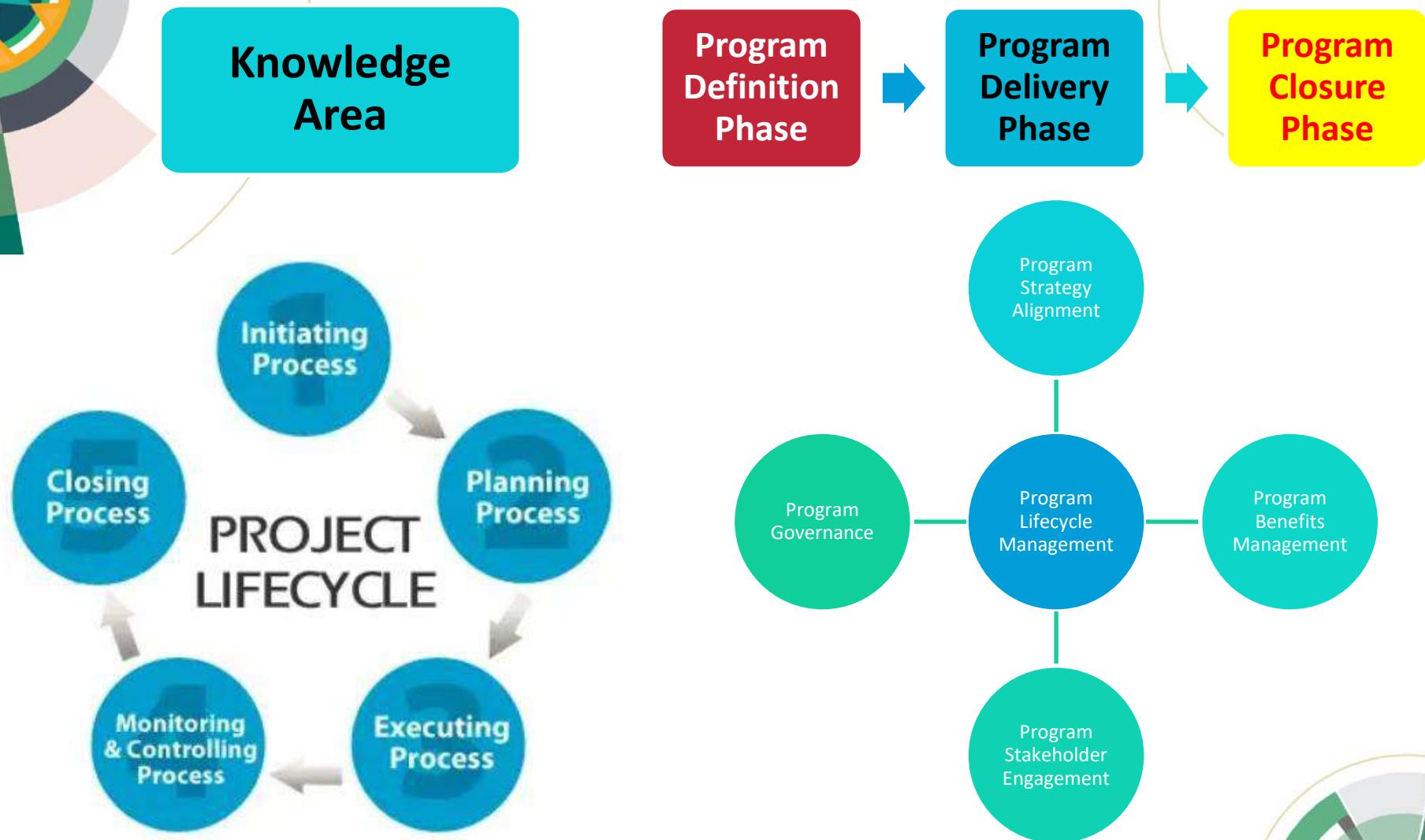
Program Governance Reviews

Program Periodic Health Checks

Program Component Initiation And Transition

Program Closure

Project Vs Program

Questions ?