



# **PMP® EXAM PREP**

## PMI Authorized Training Partner

# **BOOTCAMP**

## **Session 3**

**Class will begin at 10 am EST**

**Attendance Alert**  
**Please make sure you log into  
Zoom with your correct first  
name and last name and enter  
the same information for  
every session.**

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## **PMP® Exam Prep**

This course will assist learners in preparing  
for PMI's PMP Exam (2021 Update)

# Today's Session Topics (Mapped to the PMP Student Manual)

Creating a High-Performing Team		Starting the Project	Doing the Work	Keeping the Team on Track	Keeping the Business in Mind
	Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5
Topic A	Build a Team	Determine Appropriate Project Methodology/Methods and Practices	Assess and Manage Risks	Lead a Team	Manage Compliance Requirements
Topic B	Define Team Ground Rules	Plan and Manage Scope	Execute Project to Deliver Business Value	Support Team Performance	Evaluate and Deliver Project Benefits and Value
Topic C	Negotiate Project Agreements	Plan and Manage Schedule	Manage Communications	Address and Remove Impediments, Obstacles, and Blockers	Evaluate and Address Internal and External Business Environment Changes
Topic D	Empower Team Members and Stakeholders	Plan and Manage Budget and Resources	Engage Stakeholders	Manage Conflict	Support Organizational Change
Topic E	Train Team Members and Stakeholders	Plan and Manage Quality of Products and Deliverables	Create Project Artifacts	Collaborate with Stakeholders	Employ Continuous Process Improvement
Topic F	Engage and Support Virtual Teams	Integrate Project Planning Activities	Manage Project Changes	Mentor Relevant Stakeholders	
Topic G	Build Shared Understanding about a Project	Plan and Manage Procurement	Manage Project Issues	Apply Emotional Intelligence to Promote Team Performance	
Topic H		Establish Project Governance Structure	Ensure Knowledge Transfer for Project Continuity		
Topic I		Plan and Manage Project/Phase Closure			



# Integrate Project Planning Activities

TOPIC F



# Integration Management

- ✓ **Assessment and coordination** of all plans and activities that are built, maintained, and executed throughout a project.
- ✓ A holistic, integrated view **ties plans together**, aligns efforts, and highlights how they depend on each other.
- ✓ An integrated view of all plans can **identify and correct gaps** or conflicts.
- ✓ A consolidation of the plans **encapsulates the overall project plan** and its intended business value.

# Project Management Plan

The document that describes how the project will be executed, monitored, controlled, and closed.



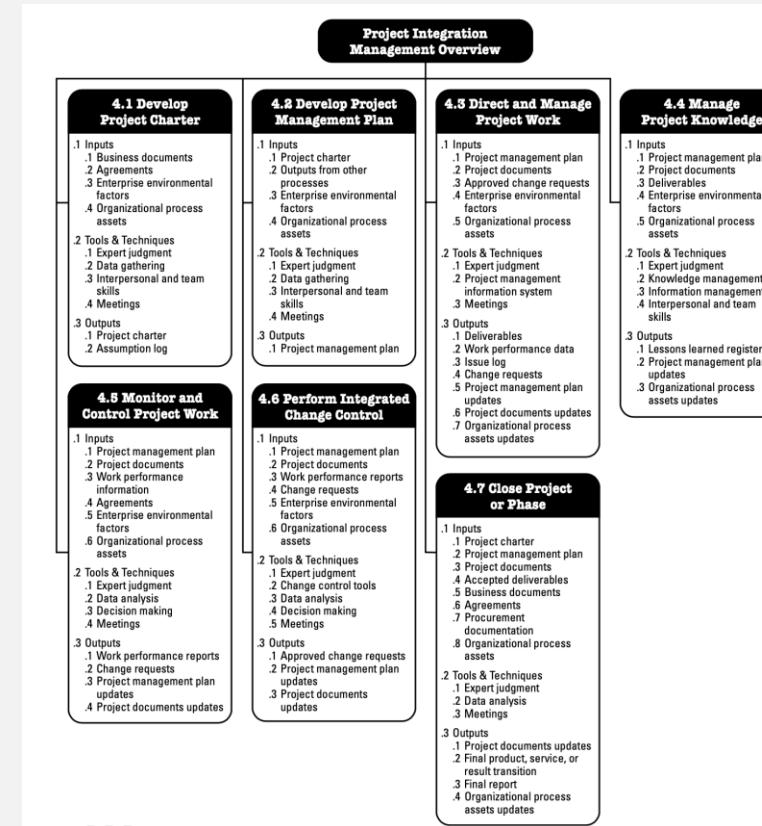
Integrate Project Planning Activities, LESSON 2, TOPIC F

# Project Integration Management Processes

Projects and project management are integrative by nature. This is an overview of the processes that project managers need to know.

Also know that:

- ✓ These processes overlap and interact with each other.
- ✓ The links among these processes are often iterative.



# Project Management Information System (PMIS)

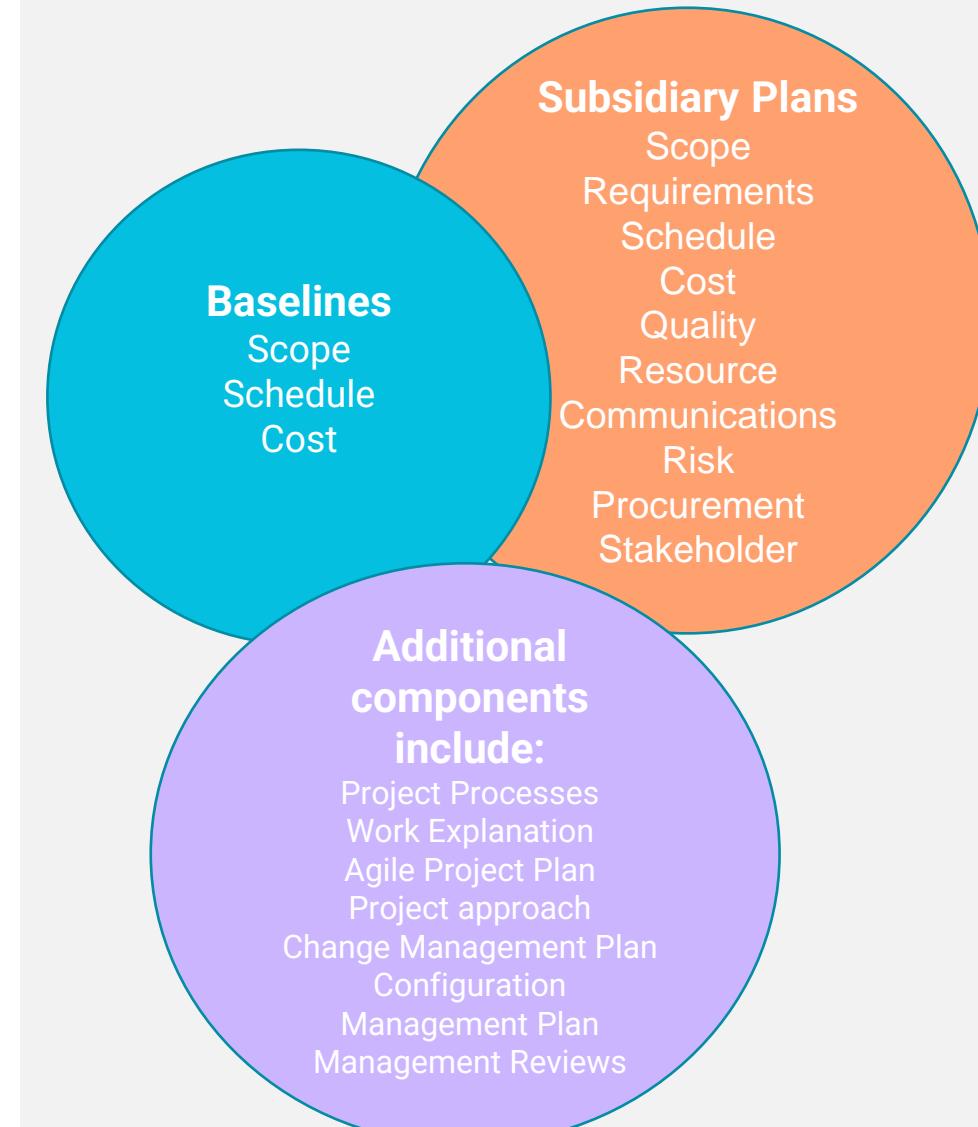
An information system e.g. Microsoft Project consisting of the tools and techniques used to gather, integrate, and disseminate the outputs of project management processes.

The PMIS enables quick and efficient work.



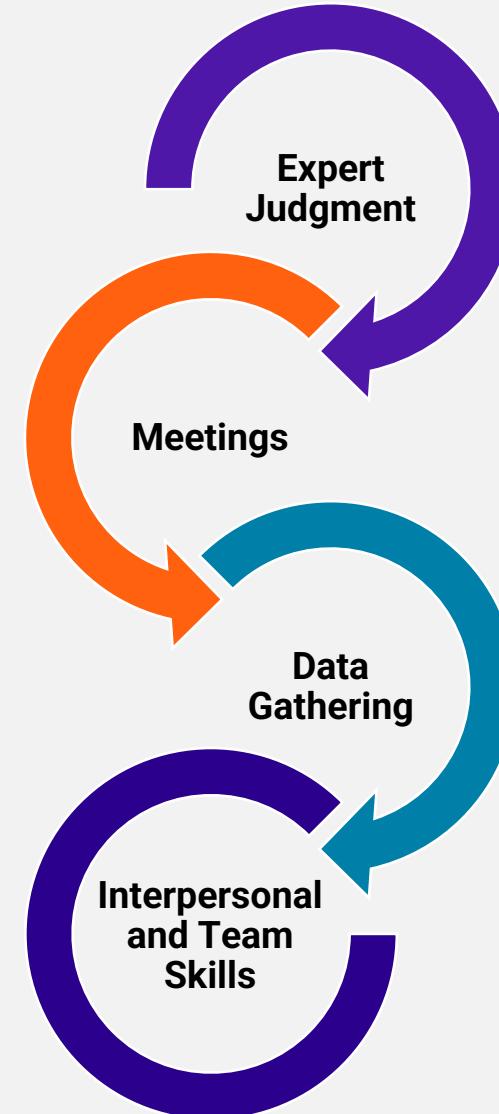
# Project Management Plan Components

- ✓ These are a combination of essential and supporting processes used to run a project.
- ✓ Ensure the essential plans and processes are in place.
- ✓ Adapt and tailor the supporting plans and processes to your project.
- ✓ Consider the needs of the project to determine which components of the project management plan are needed.



# Project Management Plan Tools and Techniques

- ✓ Use **expert judgment** to make critical decisions.
- ✓ Use **meetings** to facilitate communication and understanding.
- ✓ **Gather data** to understand the project
- ✓ Leverage **interpersonal and team skills** to be an effective leader.



## GUIDELINES

# Develop a Project Management Plan

- Review:
  - Project charter - for the high-level boundaries of the project
  - Outputs from other processes
  - EEFs and OPAs
- Use tools and techniques.
- Use facilitation techniques.
- Document the project management plan.
- Assess incremental delivery options.

Integrate Project  
Planning  
Activities  
LESSON 2  
TOPIC F



A wide-angle photograph of a rural landscape under a dramatic, cloudy sky. The foreground is a calm body of water, possibly a lake or a large pond, which perfectly reflects the sky above. In the middle ground, there's a lush green field with some yellow flowers. In the background, there are distant buildings and trees under a bright blue sky filled with white and grey clouds.

# Managing Change

Integrate Project Planning Activities, LESSON 2, TOPIC F

# Configuration Management Plan

Identify and account for project **artifacts under configuration control**, and how to record and report changes to them.

# Change Management Plan

Provides direction for managing the **change control process** and documents the roles and responsibilities of the change control board (CCB).



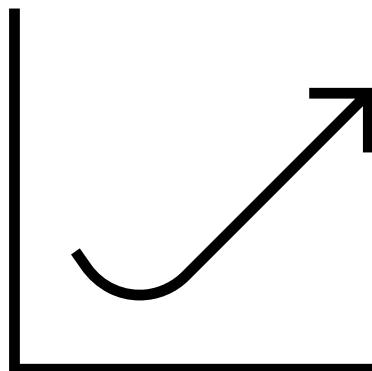
Identification, maintenance, status reporting, and verification of **configurable items**

Identification, impact analysis, documentation, and approving or rejecting of **change requests**.

# Change Management Plan

**Answers the following questions:**

- Who can propose a change?
- What exactly constitutes a change?
- What is the impact of the change on project objectives?
- What are steps to evaluate a change request before approving or rejecting it?
- When a change request is approved, what project documents will record the next steps (actions)?
- How will you monitor these actions to confirm completion and quality?



# Factoring in Dynamic Change

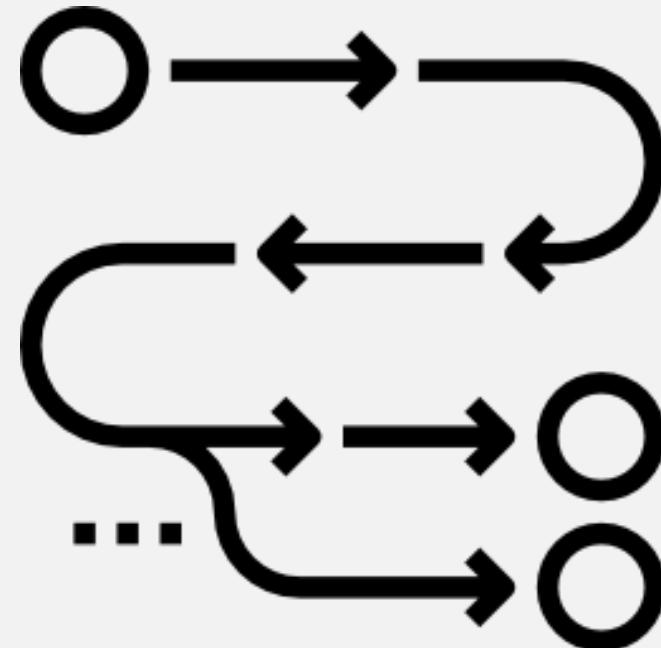
Highly dynamic and complex projects which are very common, require a robust approach to change.

Some Agile approaches for managing change:

**Disciplined Agile (DA)** - a hybrid tool kit that harnesses hundreds of agile practices to devise the best “way of working” (WoW) for your team or organization.

**Scrum of Scrums** - A technique for operation of Scrum at scale for multiple teams working on the same product, coordinating discussions of progress on interdependencies, and focusing on how to integrate the delivery of software, especially in areas of overlap.

**Scaled Agile Framework (SAFe®)** - A knowledge base of integrated patterns for enterprise-scale, lean-agile development.





# Plan and Manage Procurement

TOPIC G

# Deliverables and Tools



- Statement of Work
- Procurement Management Plan
- Source selection criteria
- Selected sellers
- Change Control Log
- Agreement
- Change Requests



- Make or Buy Analysis
- Market research
- Meetings
- Expert judgment
- Proposal Evaluation Techniques
- Negotiations
- Bidder Conferences
- Change Control Process

# Procurement Strategy

The approach by the buyer to determine the project delivery method and the type of legally binding agreement(s) that should be used to deliver the desired results.



# Delivery Solution

The goal of procurement is the delivery of procured goods or services by the supplier to the procuring organization.

Solution Delivery Phase	Description
Planning and analysis	Customer requirements are documented
Detailed design	Solution is documented
Implementation or installation	Solution is implemented or installed
Testing	Solution is tested
Training	Training is provided to the customer
Handover	Solution is formally handed over to the customer
Support and maintenance	Solution is transferred to customer support



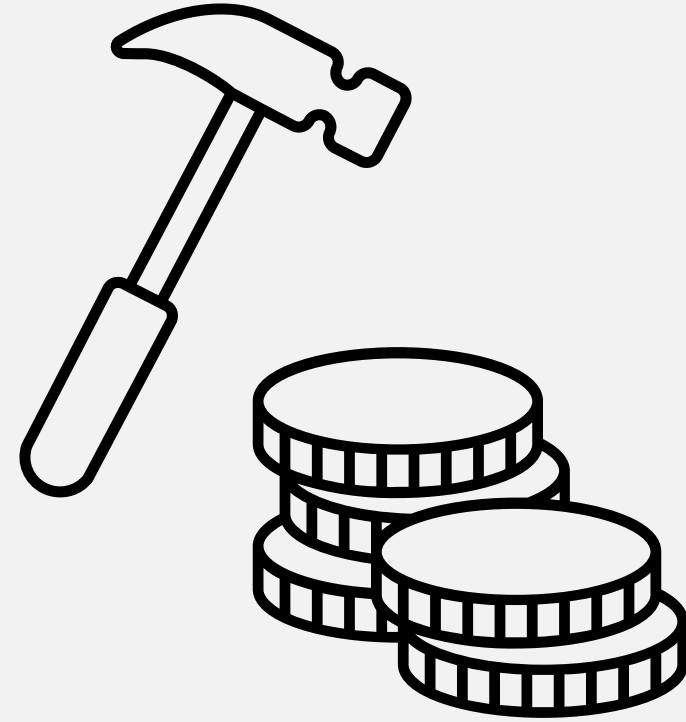
# Make or Buy?

**Make-or-buy analysis** - The process of gathering and organizing data about product requirements and analyzing them against available alternatives including the purchase or internal manufacture of the product.

**Make-or-buy decisions** - Decisions made regarding the external purchase or internal manufacture of a product.

Make-or-buy decision considerations:

- What is the impact on cost, time, or quality?
- Is there an ongoing need for the specific skill set?
- How steep is the learning curve?
- Are required resources readily available within the organization?



Course: Deep Dive into Project Procurement (2021 Update)  
Video: Make-or-buy Analysis (5:55 run time)

More  
about...

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## Make-or-buy Analysis

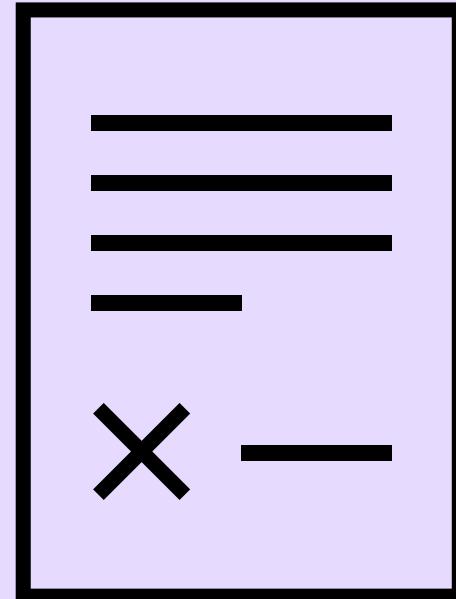


# Procurement SOW

The Statement of Work (SOW) describes the procurement item in sufficient detail to allow prospective sellers to determine if they are capable of providing the products, services, or results.

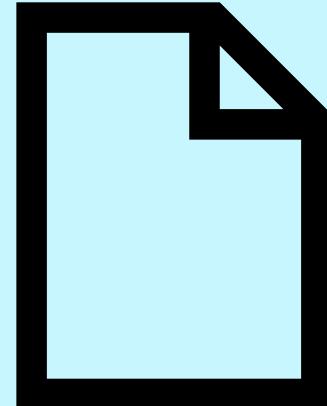
- ✓ Distributed to potential vendors to evaluate their capability to perform the work or provide the services.
- ✓ Serves as a basis to develop the procurement documents during the solicitation process.
- ✓ A project scope baseline is used to create the procurement SOW.

summary  
scope  
deliverables  
fees



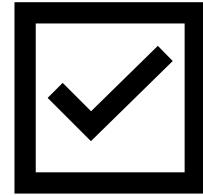
# Procurement Management Plan

- ✓ Specifies the types of contracts that will be used
- ✓ Describes the process for obtaining and evaluating bids
- ✓ Mandates standardized procurement documents
- ✓ Describes how providers will be managed



# Source Selection Criteria

A set of attributes desired by the buyer which a seller is required to meet or exceed to be selected for a contract. Some of these are:



Plan and Manage  
Procurement  
LESSON 2  
TOPIC G

- ✓ Overall or life-cycle cost
- ✓ Understanding of need
- ✓ Technical capability
- ✓ Management approach
- ✓ Technical approach
- ✓ Warranty
- ✓ Financial capacity
- ✓ Production capacity and interest
- ✓ Business size and type
- ✓ Past performance of sellers
- ✓ References
- ✓ Intellectual property rights
- ✓ Proprietary rights

# Qualified Vendors

- ✓ Vendors approved to deliver products, services, or results based on the procurement requirements identified for a project.
- ✓ The list of qualified vendors can be based on historical information about the vendors.
- ✓ If the required resources are new to the organization, market research can help to "vet" them.

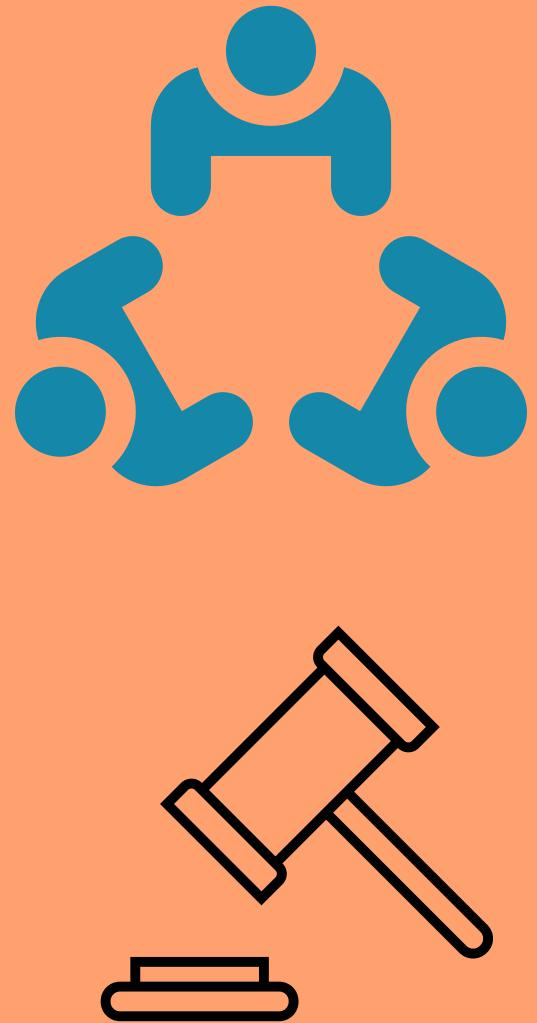


# Bidder Conferences

These are meetings with prospective sellers prior to the preparation of a bid or proposal to ensure **all prospective vendors have a clear and common understanding of the procurement.**

Also known as contractor conferences, vendor conferences, or pre-bid conferences.

- ✓ Buyer explains the requirements, proposed terms, and conditions; buyer clarifies the vendors' queries.
- ✓ Buyer ensures all prospective vendors have a clear and common understanding of technical and contractual requirements of the procurement.



# External Resource Requirements and Needs

Sometimes you need to move beyond the organization to secure services and expertise from outside sources on a contract or short-term basis.

External resource are used commonly. It helps businesses to focus more on their core competencies.



# Supplier and Contracts

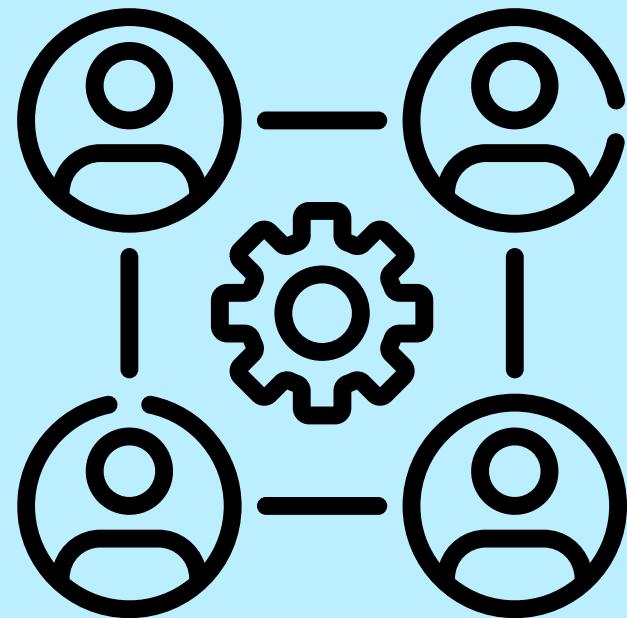
**Contract** - A mutually binding agreement that obligates the seller (**supplier**) to provide the specified product, service or result and obligates the buyer to pay for it.

- ✓ Customized for each agreement
- ✓ Contract types:
  - Fixed-price
  - Cost-reimbursable
  - Time-and-material (T&M)
- ✓ Agile contract types
  - Capped Time and Materials Contracts
  - Target Cost Contracts
  - Incremental Delivery Contracts

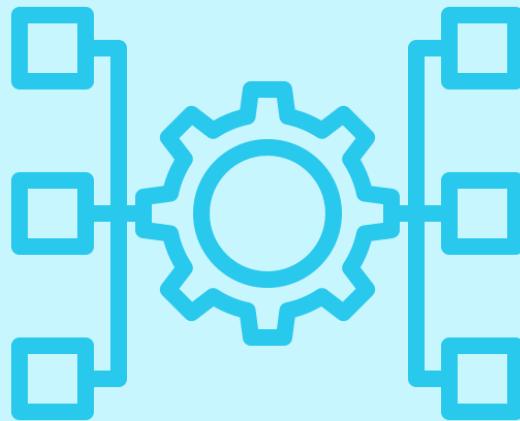


# Communicating with Suppliers and Vendors

- ✓ Critical component of the procurement process due to the people involved.
- ✓ Consult the Communications Management Plan for provisions for working with vendors or suppliers, such as:
  - Periodic progress reports of supplier activities.
  - Advance notification of potential supplier cost overruns or schedule delays, and acknowledgement by the project manager to the supplier.
  - Formal acceptance by the project manager of supplier's contract deliverables.



# Components of Contracts



- ✓ Description of the work being procured for the project, its deliverables, and scope
- ✓ Delivery date and schedule information
- ✓ Identification of authority, where appropriate
- ✓ Responsibilities of both parties
- ✓ Management of technical and business aspects
- ✓ Price and payment terms
- ✓ Provisions for termination
- ✓ Applicable guarantees and warranties

# Traditional Contract Types

Contract type	Description
Fixed-price	<ul style="list-style-type: none"><li>An agreement that sets the fee that will be paid for a defined scope of work regardless of the cost or effort to deliver it.</li><li>Also known as a lump sum contract.</li><li>Provides maximum protection to buyer but requires a lengthy preparation and bid evaluation.</li><li>Suited for projects with a high degree of certainty about their parameters.</li></ul>
Cost-reimbursable	<ul style="list-style-type: none"><li>A contract involving payment to the seller for the seller's actual costs, plus a fee typically representing the seller's profit.</li><li>Includes incentives for meeting certain objectives, such as costs, schedule, or technical performance targets.</li><li>Suited for projects when parameters are uncertain.</li></ul>
Time and Material (T&M)	<ul style="list-style-type: none"><li>A type of contract that is a hybrid contractual arrangement containing aspects of both cost-reimbursable and fixed-price contracts.</li><li>Combines a negotiated hourly rate and full reimbursement for materials.</li><li>Include not-to-exceed values and time limits to prevent unlimited cost growth.</li><li>Suited for projects when a precise statement of work cannot be quickly prescribed.</li></ul>



# Agile Contract Types

Contract Type	Description
Capped Time and Materials Contracts	<ul style="list-style-type: none"><li>• Works like traditional Time and Materials contracts.</li><li>• However, an upper limit is set on customers' payment.</li><li>• Customers pay up for the capped cost limit.</li><li>• Suppliers benefit in case of early time-frame changes.</li></ul>
Target Cost Contracts	<ul style="list-style-type: none"><li>• Supplier and customer agree on final price during project cost negotiation.</li><li>• Primarily for mutual cost savings if contract value runs below budget.</li><li>• These contracts may allow both parties to face additional costs if it exceeds budget.</li></ul>
Incremental Delivery Contracts	<ul style="list-style-type: none"><li>• Customers review contracts during the contract life cycle at pre-negotiated designated points of the contract lifecycle.</li><li>• Customers can make required changes, continue or terminate the project at these points.</li></ul>



**More  
about...**

Course: Deep Dive into Project Procurement (2021 Update)  
Video: Contract Types and Procurement Considerations (2:04 run time)

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**Contract Types and Procurement Considerations**

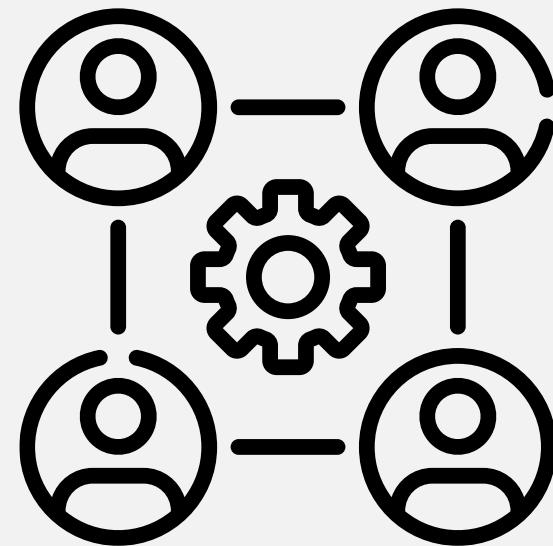
A photograph of two women laughing together. One woman has short grey hair and is wearing a blue and white striped cardigan over a yellow skirt. The other woman has curly dark hair and is wearing a white blouse with brown geometric patterns. They are sitting on a dark wooden coffee table in a bright room with large windows and a brick wall.

Notify the appropriate entity  
(usually **Accounts Payable**)  
when work has been fulfilled  
and contracts can be paid.

# Contract Change Control System

The system used to collect, track, adjudicate, and communicate changes to a contract.

- ✓ Might be a component of the integrated change control system or a separate system.
- ✓ Specifically dedicated to control contract changes.
- ✓ Specifies the process by which project contract changes can be made.
- ✓ Includes the documentation, dispute-resolution processes, and approval levels to authorize the changes to contract specifications.



# Types of Contract Changes

Component	Description
Administrative changes	Non-substantive changes, usually about the way the contract is administered.
Contract modification	A substantive change to the contract requirements such as a new deadline or a change to the product requirements.
Supplemental agreement	An additional agreement related to the contract but negotiated separately.
Constructive changes	Changes that the buyer may have caused through action or inaction.
Termination of contract	A contract may be terminated due to vendor default or for customer convenience. Defaults are due to nonperformance, such as late deliveries and poor quality, or nonperformance of some or all project requirements.



# Legal Concepts when Managing Disputes

Seek legal advice if the terms of a contract have not been met.

Negotiate settlements to arrive at a final equitable settlement of all outstanding issues, claims, and disputes by negotiation.

Legal Issue	Description
Warranty	A promise, explicit or implied, that goods or services will meet a pre-determined standard. The standard may cover reliability, fitness for use, and safety.
Waiver	The giving up of a contract right, even inadvertently.
Breach of contract	Failure to meet some or all of the obligations of a contract. It may result in damages paid to the injured party, litigation, or other ramifications.
Cease and desist (C&D) letter	A letter sent to an individual or a business to stop (cease) allegedly illegal activities and to not undertake them again (desist). Often used as a warning of impending legal action if it is ignored.

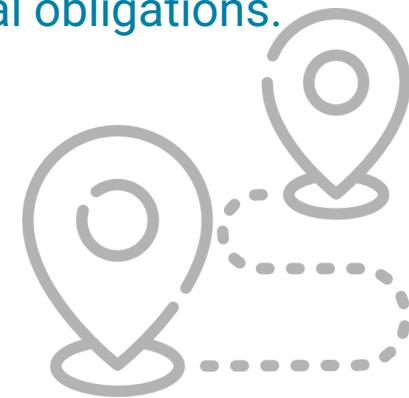


## GUIDELINES

# Handle Disputes

- Be aware of important legal terms e.g. 'warranty', 'waiver', and 'breach of contract' that can, if ignored, have a significant impact on the project.
- Consult with the legal department or an outside legal expert so you thoroughly understand any contracts that affect your project.
- If your contract isn't written specifically to exclude inadvertent waivers, avoid waiving your contract rights by:
  - Accepting a product that fails to meet standards for quality or performance.
  - Accepting late deliveries.
  - Overlooking an aspect of nonconformance to contractual obligations.

Plan and Manage  
Procurement  
LESSON 2  
TOPIC G



## GUIDELINES

# Manage Suppliers and Contracts

- Index and store all contract correspondence for ease of retrieval.
- Develop and implement an effective contract change control system.
- Evaluate the risk of each contract change request.
- Document all contract changes and incorporate any effects of the changes into the project plan.
- Develop and implement an effective performance reporting system for the seller.
- Specify any performance reporting criteria to apply to the seller.
- Set performance milestones to monitor project progress.
- If work is performed at another site, conduct site visits to determine how the seller's work is progressing.
- Submit approved invoices for payment in accordance with the contract and the project's payment system.





# Establish Project Governance Structure

TOPIC H

# Deliverables and Tools



Stakeholder Artifacts



Meetings

Leverage Organizational Process Assets

PMIS

Update documents

# Project Governance



Establish Project Governance Structure, LESSON 2, TOPIC H



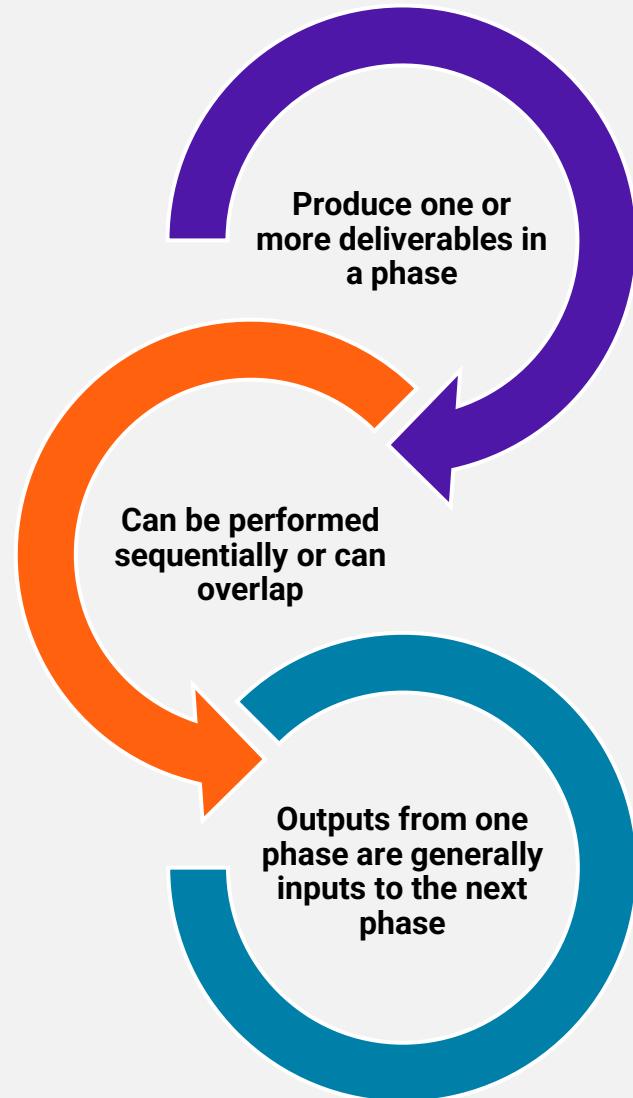
# Project Governance

Components:

- ✓ Project success and deliverable acceptance criteria
- ✓ Process to identify, escalate, and resolve issues
- ✓ Relationship between project team, organizational groups, and external stakeholders
- ✓ Project organization chart with project roles
- ✓ Communication processes and procedures
- ✓ Processes for project decision-making
- ✓ Guidelines for aligning project governance and organizational strategy
- ✓ Project life cycle approach
- ✓ Process for stage gate or phase reviews
- ✓ Process for review and approval of changes above the project manager's authority
- ✓ Process to align internal stakeholders with project process requirements

# Project Phases

A collection of logically related project activities that culminates in the completion of one or more deliverables.



# Apply Governance to the Project Life Cycle

- ✓ At the beginning of a phase, verify and validate the former assumptions made to the project, analyze risks, and provide detailed explanation of the phase's deliverables.
- ✓ After the phase's key deliverables are produced, a review ensures completeness and acceptance.
- ✓ A phase can be closed, or the project terminated when huge risks are involved for the project or when the objectives are no longer required.



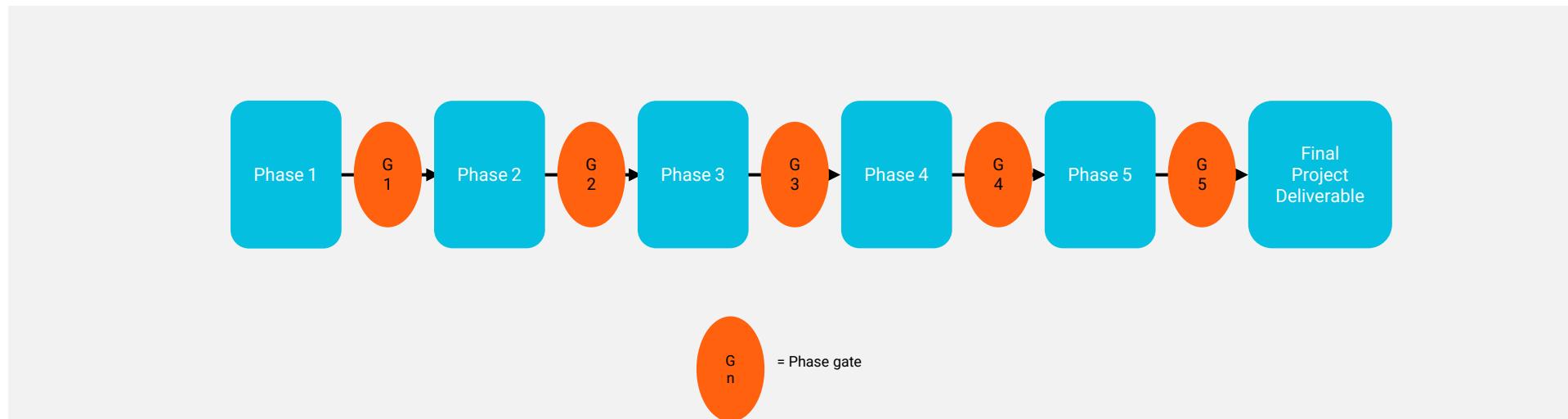
# Phase Gates

A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a project or program.

Synonyms include governance gate, tollgate, and kill point.

Used to check if each phase has fulfilled the exit criteria and is eligible to move to the next step.

Software development projects use a specialized type of phase gate called a quality gate.





# Phase-to-Phase Relationships

**Sequential relationships** contain consecutive phases that start only when the previous phase is complete. This relationship reduces the level of uncertainty, which may eliminate the option for shortening a project's schedule.

**Overlapping relationships** contain phases that start prior to the previous phase ending. This relationship increases the level of risk and may cause rework if something from the previous phase directly affects the next phase.

**More  
about...**

Course: Selecting a Project Management Approach (2021 Update)  
Video: Characteristics of Project Phases (5:15 run time)

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## **Characteristics of Project Phases**

## GUIDELINES

# Determine Appropriate Governance for a Project

- Involve the organization's decision managers i.e. senior managers.
- Choose the most appropriate governance goals and try to keep them simple.
- Select a group of experienced individuals to be responsible for all governance activities.
- Practice governance for projects, programs, and portfolios.
- Keep the governance process transparent to the project stakeholders.
- Remember that governance is an evolutionary process and take advantage of the lessons you have learned during it.

Establish Project  
Governance  
Structure, LESSON  
2, TOPIC H





# Plan and Manage Project/Phase Closure

TOPIC I

# Deliverables and Tools



Definition of Done  
Accepted Deliverables



No specific tools

# Close Project or Phase

Several important activities occur during closeout:

- ✓ The planned work is completed.
- ✓ Project or phase information is archived.
- ✓ Project team resources are released to pursue other endeavors.



# Close Project or Phase Criteria

## Closure Reasons:

- The project or phase successfully met its completion objectives.
- Requirements changed during execution and the project is no longer feasible.
- Funding is no longer available to complete the requirements.
- Significant risks make the successful completion of the project impossible.
- The organization no longer needs the project deliverables.
- External factors eliminate the need for the project.  
Examples of these factors include:
  - Change in laws or regulations.
  - Merger or acquisition that affects the organization.
  - Global or national economic changes.



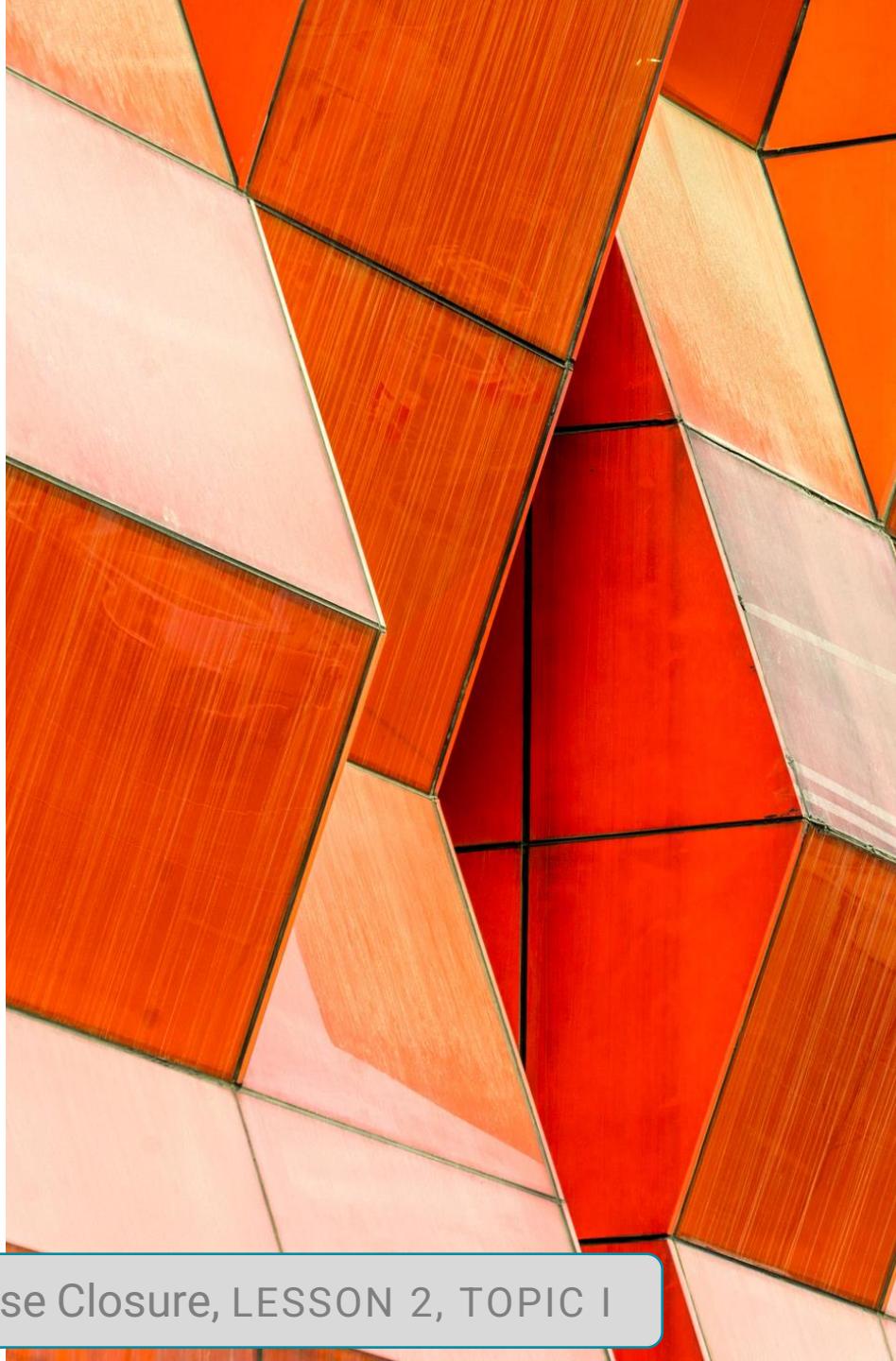
# Close Procurements

- ✓ Close procurements when the contract terms of a procurement have been satisfied by both buyer and seller.
- ✓ This occurs throughout the life of the project, not during project closure.
- ✓ Keep contracts open only for the necessary period, to avoid erroneous or unintentional charges against the contract.



# Acceptance of Project Deliverables

- ✓ Project deliverables are deemed accepted when acceptance criteria have been met.
- ✓ These criteria generally refer to some or all of the requirements that were established at the beginning of the project (and which might have been modified during the project's life cycle).
- ✓ Deliverables that meet these acceptance criteria are formally signed off and approved by the customer or sponsor.



# Payments

- ✓ Payments made to a supplier or vendor are made in accordance with the terms of the contract between the buyer and the supplier or vendor.
  - ✓ Unless a contract is closed at the completion of the project or phase, payment will most likely have been made at the time of contract closure.
  - ✓ It should not be delayed until project or phase closure (unless specified in the contract), to avoid the potential for accidental charges to the contract.



# Knowledge Management



Plan and Manage Project/Phase Closure, LESSON 2, TOPIC 1

# Use the Lessons-Learned Register

Considerations:

- ✓ Scheduling lessons learned
- ✓ Conflict management lessons learned
- ✓ Sellers lessons learned
- ✓ Customer lessons learned
- ✓ Strategic lessons learned
- ✓ Tactical lessons learned
- ✓ Any other aspects of lessons learned





# Knowledge Management

- ✓ Knowledge management during project or phase closure consists of finalizing the lessons-learned register, which is compiled throughout the project life cycle.
- ✓ This document should then be added to the lessons-learned repository, which is a database of lessons learned from multiple projects.
- ✓ At the close of the project – the lessons learned should be added to the Knowledge Management/Lessons Learned repository

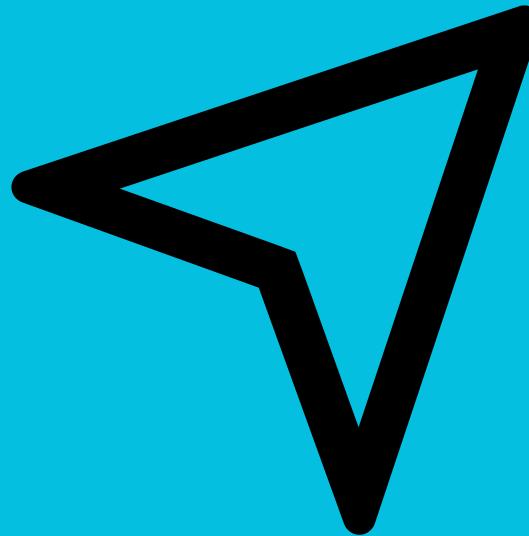
# Transition Planning Artifacts

Coordination and strategy about how to best deliver and transition the product and other deliverables is needed.

Releasing and deploying deliverables in the most suitable manner ensures end-user awareness and increases the proper usages and adoption of outputs.

Preparation of artifacts includes:

- ✓ Training
- ✓ Documentation
- ✓ Communication
- ✓ Support



# Transition Readiness

Releasing, delivering, and deploying the project's work into an environment that is not ready may negate its value.

Examine the readiness of all parties and **prepare them** for delivery, including:

- ✓ End users
- ✓ The business
- ✓ The physical resources
- ✓ The project team

Most critical in situations **where there is an upgrade** or improvement to an existing product or service.

Assess the readiness of all parties, implement the transition plans accordingly, and capture lessons learned for the **next release** or project.



GUIDELINES

## Close Out a Project or Phase

- Review the project management plan.
- If applicable, use a project termination checklist.
- Gather and organize performance measurement documentation, product documentation, and other relevant project records.
- Confirm project's products meet compliance requirements.
- Release project resources.
- Update records to ensure that they reflect final specifications.
- Be sure to update the resource pool database to reflect new skills and increased levels of proficiency.
- Analyze project success and effectiveness and document lessons learned.
- Prepare lessons-learned reports and a final project report.
- Obtain project approval and formal project acceptance.
- Archive a complete set of indexed project records.
- Celebrate the success of the project with the team and other stakeholders.



# MASTERY BUILDER

An architectural firm has spent a great deal of time and effort creating the design and blueprints for the building. They had to purchase materials and hire consultants and have been working on this project for six months. They have submitted all the invoices for the money they have spent on the work, as well as an invoice for the fee of \$5,000. What type of contract was this?

- Time and materials
- CPIF
- FPEPA
- Cost-reimbursable

Creating a  
high  
performing  
team



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Creating a  
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# MASTERY BUILDER

If the project was terminated early, why would the project manager insist that the team perform the Close Project or Phase process?

- To document the reasons why the project was terminated early, and how to transfer the finished and unfinished deliverables to others.
- The project manager should insist this is a waste of the team members' time since no one wants the project or its output any longer.
- To make sure everyone knows that the reason for the project termination was his fault or the fault of the team.
- To document lessons learned so mistakes won't be repeated in the future.



Creating a  
high  
performing  
team



# MASTERY BUILDER

If the project was terminated early, why would the project manager insist that the team perform the Close Project or Phase process?

- To document the reasons why the project was terminated early, and how to transfer the finished and unfinished deliverables to others.
- The project manager should insist this is a waste of the team members' time since no one wants the project or its output any longer.
- To make sure everyone knows that the reason for the project termination was his fault or the fault of the team.
- To document lessons learned so mistakes won't be repeated in the future.



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# MASTERY BUILDER

In a multi-phase project, which of the following terms refers to a decision to continue with the next phase or to end the project? (Choose two.)

- Kill point
- Phase gate
- Threshold
- Go/No go point

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# MASTERY BUILDER

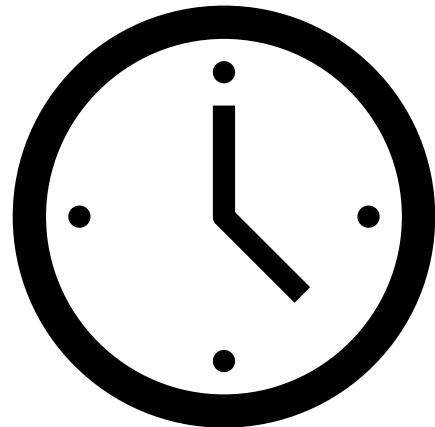
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# **1-Hour Break!**



**Class resumes at  
2:30pm Eastern Time**