# Scheduled Breaks

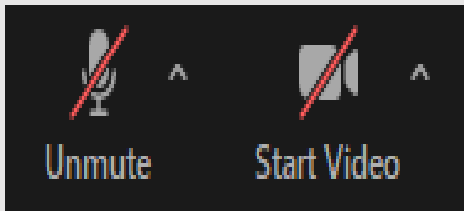| Part 1 | Periodic breaks |
|--------|-----------------|
| 1 –hour break | At the 3.5 Hour Mark |
| Part 2 | Periodic breaks |

**For attendance purposes, please stay logged in during all breaks.**

# Logging In with Correct Name for Attendance is Your Responsibility

- Your name should be the same as in your Learning Platform (EX: Percipio, Skillport), Zoom account when joining through the Zoom app or client, or the name you input before joining directly using the Zoom link.

- Joining from Learning Portal: Check to make sure your first and last name is correct. If it is not, and you are a Percipio or Skillport user reach out to Skillsoft Support for assistance support@skillsoft.com

- Joining through Zoom: Please use your first and last name

- If your name does not look correct, the Skillsoft trainers and mentors will reach out to let you know.

- "Test" messages in the Chat or Q&A will not receive a response.

# Ways to Participate in a Webinar

We are saving everyone's bandwidth usage by disabling cameras and microphones
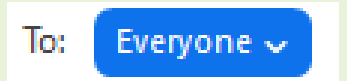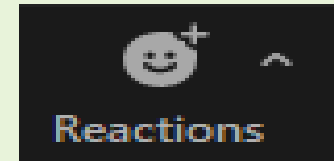


**Find the Chat option** in your Zoom command bar
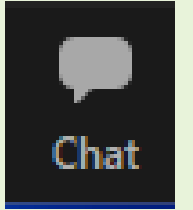


**Change the To: choice** in the blue box to everyone.



**Explore the Reactions option** in your Zoom command bar



**This is a fun way to provide quick and easy feedback**

# Using Zoom: Chat vs. Q&A

Please use the **Chat** to:
- Respond to instructor's questions
- Share examples of tools and techniques discussed
- Ask questions to clarify a concept, term or technique

Please use the **Q&A** for:
- Technical assistance – Begin with: Percipio or Non-Percipio student
- Guidance on how to access course material– Begin with: Percipio or Non- Percipio
- Clarification on lecture points, if not answered by instructor

Note - Questions will stay until answered, unlike the chat which continues to scroll

**Please be very patient, the support team responds to many inquires per session.**

# IS Live ATTENDANCE REQUIRED?

- YES, if you are taking this training to register for the PMP exam live attendance is required. However, this is the exception rule for the 5 Day Bootcamp – You are allowed to miss one session if you make up the sessions by watching the replay.

- If you miss more than 15 mins at any time  beyond the one session allowed, you will need to make it up by attending the live session in a different 5-day cohort*.

*Please see the Bootcamp calendar at http://calendar.skillsoft.com/ for information about upcoming sessions.

# IN CASE OF ABSENCE

You can request a replay for a previous session by asking in the Q&A or for a past/current session by emailing the Mentoring Team 48 hours after the session ends using the email address
mentoring@skillsoft.com

Please indicate the following in your request:

- The Bootcamp Cohort you are attending
- The Session Number
- The Date and Time Attended in New York Time Zone
- Example:

    PMP ATP Bootcamp: 8 Day NA Cohort June/July/August 2022 Cohort

    Session 7 Recording

    Aug 2, 2022, 1:00 PM New York Time

## REPLAY LIMIT:

## There is no limit to request a replay for study purposes.

Recap
Session 1

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

| | Creating a High-Performing Team<br><br>Lesson 1 | Starting the Project<br><br>Lesson 2 | Doing the Work<br><br>Lesson 3 | Keeping the Team on Track<br><br>Lesson 4 | Keeping the Business in Mind<br><br>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 | | | |

# Plan and Manage Scope

TOPIC B

# Deliverables and Tools

Requirements Documentation

Work performance reports

Requirements Traceability Matrix

Agile estimating

Product backlog

Change requests

Product backlog

Scope management plan and

Requirements management plan

Plan and
Manage
Scope
LESSON 2
TOPIC B

11

# Scope Management Plan

- ✓ Should include processes to prepare a project scope statement

- ✓ Enables the creation of the WBS from the detailed project scope statement

- ✓ Establishes how the scope baseline will be approved and maintained

- ✓ Specifies how formal acceptance of the completed project deliverables will be obtained.

- ✓ Can be formal or informal, broadly framed or highly detailed.

**SCOPE MANAGEMENT PLAN**

| Project Title: | 122 East Main Street | Date: |
|---|---|---|

**Scope Statement Development**

The Scope Statement for this project will be prepared by the project manager, with assistance from other Building with Heart staff who have worked on previous home-building projects.

**WBS Structure**

The Work Breakdown Structure will consist of four levels, with the project at the top level. Phases will be used for major (Level 1) deliverables (e.g., foundation, framing, interior walls, plumbing, etc.). Each phase will be decomposed into appropriately-sized sub-deliverables (e.g., first-floor framing, second-floor framing). Finally, each sub-deliverable will be decomposed into work packages. Schedule and cost estimates will be prepared for each work package, and will be rolled up to the project level.

**WBS Dictionary**

Each element in the WBS will include sufficient information to enable the management of that element. The WBS Dictionary will include, but not be limited to the following; start and finish dates; resource names; durations, constraints, assumptions, and predecessor and successor elements.

**Scope Baseline Maintenance and Scope Changes**

The scope baseline will consist of the Scope Statement, WBS, and WBS dictionary. The initial scope baseline will be approved by the project sponsor. All changes to the scope baseline will follow the procedures outlined in the Integrated Change Control Process, and all changes will be documented and approved accordingly.

**Deliverable Acceptance**

Each Level 1 (Phase) deliverable will be approved by the project sponsor or his/her designee. The final deliverable, the finished home, will be approved by the Greene City Buildings Department inspector and will conform to all applicable building codes and regulations.

**Scope and Requirements Integration**

Before any design or other work has been started, a Requirements Document will be prepared

# Scope Management Tools and Techniques

## Expert judgment

Internal and external experts

## Alternatives analysis

Used to evaluate identified options in order to select the options or approaches to use to execute and perform the work of the project.

## Meetings

Team members help create the scope management plan

# Project and Product Requirements

- ✓ High-level requirements might be documented in the project charter.

- ✓ Verify that all requirements are determined and documented.

- ✓ Provide the foundation for building the WBS.

# Project and Product Scope

✓ **Predictive** - The scope baseline for the project is the approved version of the project scope statement, work breakdown structure (WBS), and associated WBS dictionary.

✓ **Agile - Backlogs** (including product requirements and user stories) reflect current project needs.

✓ **Measure completion** of **project scope** against the project management plan.

✓ **Measure completion** of the **product scope** against product requirements.

# Tolerances

Tolerance levels enable you to effectively manage an issue without needing to escalate it every time.

**Areas of tolerance** might include:

- ✓ Budget

- ✓ Schedule

- ✓ Quality

- ✓ Accepted or baselined requirements, including:
  - Solution – functional/non-functional
  - Business and Stakeholder
  - Quality

# EEFs and OPAs

✓ Projects exist and operate in environments that may influence them, favourably or unfavourably.

✓ EEFs and OPAs are two major categories of project influences.

# Enterprise Environmental Factors (EEFs)

| Internal | External |
|---|---|
| ✓ Organizational culture, structure, and governance<br><br>✓ Geographic distribution of facilities and resources<br><br>✓ Infrastructure<br><br>✓ Resource availability<br><br>✓ Employee capability | ✓ Marketplace conditions<br><br>✓ Social and cultural influences and issues<br><br>✓ Legal restrictions<br><br>✓ Commercial databases<br><br>✓ Academic research<br><br>✓ Government or industry standards<br><br>✓ Financial considerations<br><br>✓ Physical environmental elements |

Plan and Manage Scope, LESSON 2, TOPIC B

# Organizational Process Assets (OPAs)

**Processes**, **policies**, and **procedures** are:

✓ Established by the project management office (PMO) or another function outside of the project.

✓ Not updated as part of project work

✓ **Templates**, **lifecycles**, and **checklists** can be tailored, but not updated, for a project.

**Organizational knowledge bases** are:

✓ Updated throughout the project with project information

✓ Updated information such as financial performance, lessons learned, performance metrics and issues, and defects.
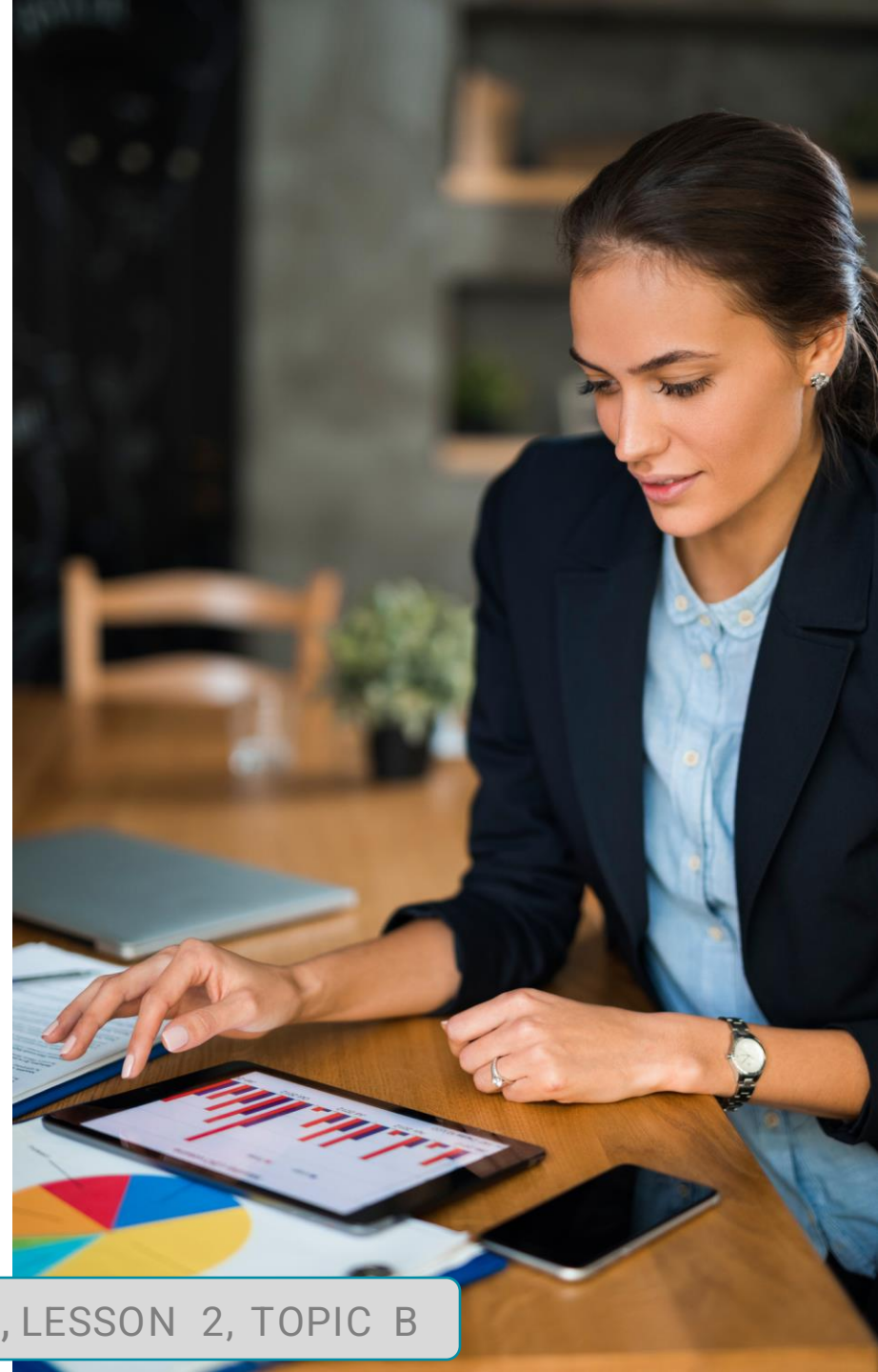
## More about...

Course: Selecting a Project Management Approach (2021 Update)
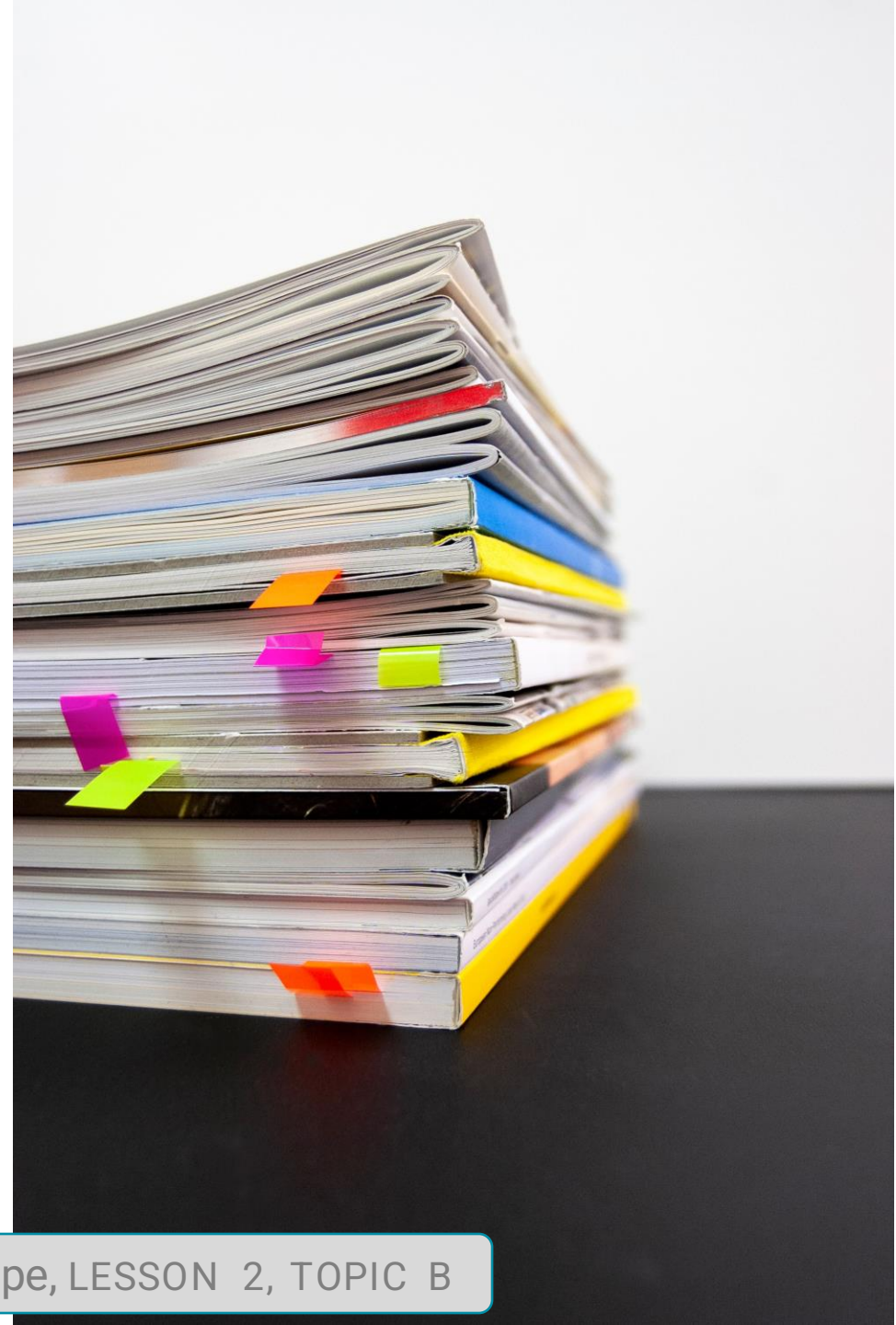Video: Environmental Influences and Organizational Assets (2:40 run time)

# Document Analysis

Derive new project requirements from existing documents such as:

- ✓ Business plans
- ✓ Service agreements
- ✓ Marketing materials
- ✓ Current process diagrams
- ✓ Application software documentation

# Focus Groups

- ✓ Loosely structured, information-sharing sessions

- ✓ Moderator-guided, interactive

- ✓ Includes stakeholders and SMEs

- ✓ Qualitative research

# Questionnaires and Surveys

Often used data gathering technique:

- With varied audiences

- When a quick turnaround is needed

- When respondents are geographically dispersed

- Where statistical analysis could be appropriate.

# Benchmarking

- ✓ **Evaluates** and **compares** a business' or project's practices with others.

- ✓ Identifies **best practices** in order to meet or exceed them.

# Interviews

✓ Helps to identify a stakeholder's requirements, goals, or expectations for a project.

✓ Use to identify/define features and functions of desired project's deliverables.

# Group Decision-Making Techniques

## Voting

Collective decision-making and assessment

Determines several alternatives, with future actions as the expected outcome

Use to generate, classify, and prioritize product requirements

## Autocratic decision making

One team member makes the decision for the group.

## Multicriteria decision analysis

Method - Establish criteria in decision matrix *e.g. risk levels, uncertainty, and valuation*

Uses a systematic, analytical approach

Evaluate and rank many ideas

# Types of Voting

**Unanimity**

Everyone agrees on a single course of action.
Useful in project teams with great cohesion.
Example: Delphi technique

**Majority**

Decision reached with > 50% of group support
Tip: Create groups of an uneven number of participants to ensure decisions are made and tie votes avoided.

**Plurality**

Decision reached with largest block in a group deciding, even if majority is not achieved.
Use this method when more than 2 options are nominated.

**Agile Methods**

Thumbs up/down/sideways
Fist of Five

# Data Representation

Tailor to project context and decision-making criteria.

✓ **Mind Mapping** – Consolidate ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and to generate new ideas

✓ **Affinity Diagram** – Allows large numbers of ideas to be classified into groups for review and analysis

# More about...

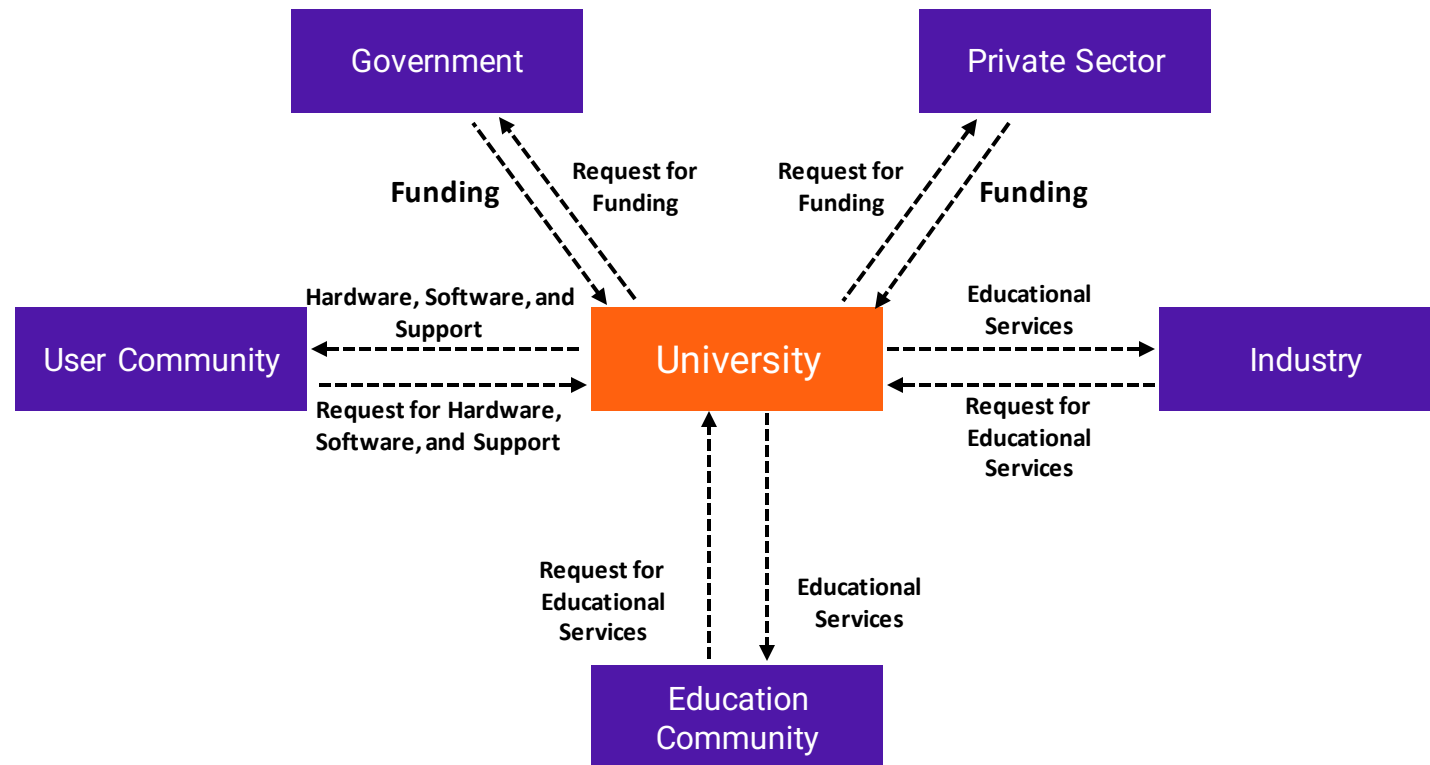Course: Managing the Project Scope (2021 Update)
Video: Collecting Requirements (10:49 run time)
Watch: Start to 2:19 and 3:57 to 6:02

# Context Diagrams

Business Context Diagram Sample

# Requirements Documentation

✓ Describes how individual requirements meet project business need.

✓ Starts at a high level before providing details.

✓ Requirements need to be unambiguous (measurable and testable), traceable, complete, consistent, and acceptable to key stakeholders.

✓ Format can be simple (document listing all requirements, categorized by stakeholder and priority) or more elaborate (executive summary, detailed descriptions, attachments).
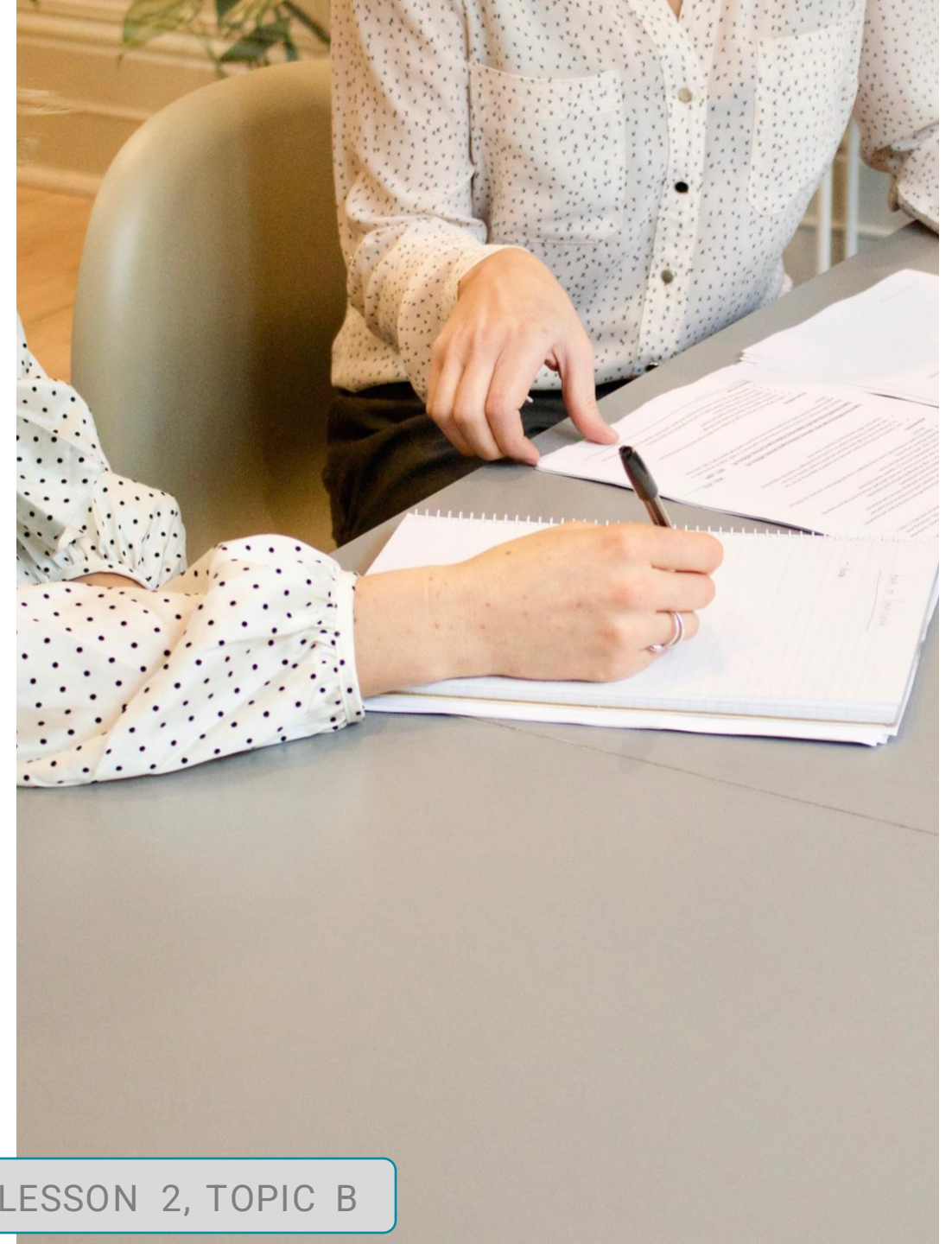
# Types of Requirements

**Business**
Higher-level needs of the organization e.g. business issues or opportunities, and reasons why a project has been undertaken.

**Stakeholder**
Stakeholder or stakeholder group needs. Reporting requirements.

**Transition and Readiness**
Temporary capabilities
e.g. data conversion and training requirements needed to transition from the current as-is state to the desired future state.

**Quality**
Condition or criteria needed to validate the successful completion of a project deliverable or fulfilment of other project requirements e.g. tests, certifications, validations.

**Project**
Actions, processes, or other conditions the project needs to meet e.g. milestone dates, contractual obligations, constraints.

**Solutions (Functional and Non-functional)**

Describe features, functions, and characteristics of the product, service, or result that will meet the business and stakeholder requirements.

**Functional requirements -** Describe the behaviors of the product
e.g. actions, processes, data, and interactions that the product should execute.

**Non-functional requirements -** Supplement functional requirements to describe environmental conditions or qualities required for the product to be effective
e.g. reliability, security, performance, safety, level of service, supportability, retention/purge, etc.

# Nonfunctional Requirements

| Type | Considerations |
|------|----------------|
| Availability | • How and when is the service available?<br>• If the service were to become unavailable, how quickly can it be restored to working? |
| Capacity | • What level of service performance, speed, and throughput is required?<br>• Given the number of stakeholders using the service, is there enough supply to meet demand? |
| Continuity | • If there were a disaster of some kind, how quickly could the service be recovered to support operations. |
| Security | • How well is the service and its information protected from security risks and threats?<br>• How do you guarantee the confidentiality, integrity, and availability of the information? |

# Requirements Management Plan

✓ Planning, tracking, and reporting information for requirements activities.

✓ Configuration management activities:

- Version control rules

- Impact analysis

- Tracing, tracking, and reporting

✓ Required authorization levels for change approval

✓ Prioritization criteria / process

✓ Product metrics and accompanying rationale

✓ Traceability structure, including requirement attributes
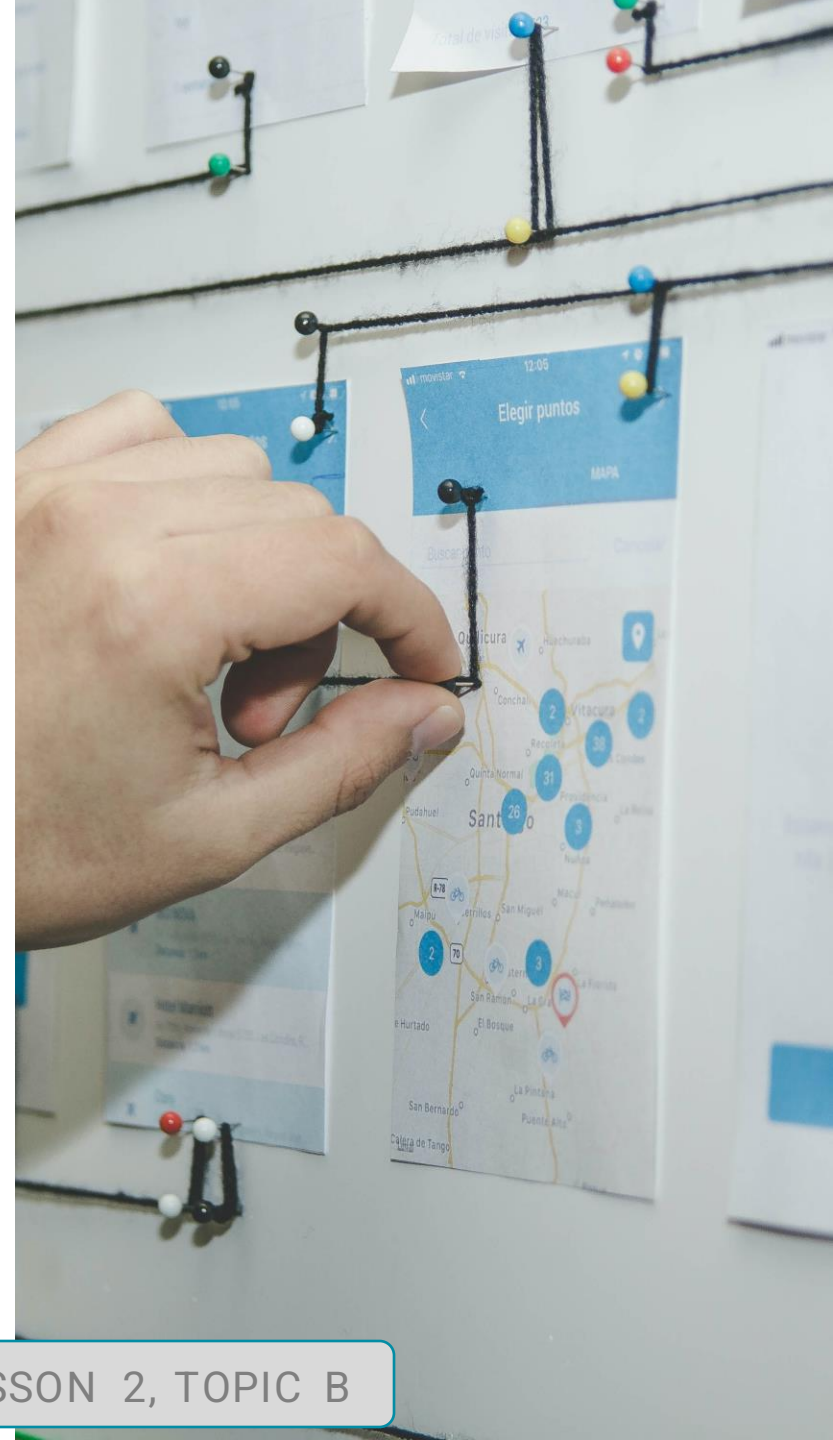
# Requirements Traceability Matrix

| | | Requirements Traceability Matrix | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Project Name:** | | | | | | | | | |
| **Cost Center:** | | | | | | | | | |
| **Project Description:** | | | | | | | | | |
| ID | Associate ID | Requirements Description | Business Needs, Opportunities, Goals, Objectives | Project Objectives | WBS Deliverables | Product Design | Product Development | Test Cases |
| 001 | 1.0 | | | | | | | |
| | 1.1 | | | | | | | |
| | 1.2 | | | | | | | |
| | 1.2.1 | | | | | | | |
| 002 | 2.0 | | | | | | | |
| | 2.1 | | | | | | | |
| | 2.1.1 | | | | | | | |
| 003 | 3.0 | | | | | | | |
| | 3.1 | | | | | | | |
| | 3.2 | | | | | | | |
| 004 | 4.0 | | | | | | | |
| 005 | 5.0 | | | | | | | |

# Collecting Project Requirements

- Review:
  - Scope management plan
  - Requirements management plan
  - Stakeholder engagement plan
  - Project charter
  - Stakeholder register

- Use tools and techniques such as interviews, focus groups, facilitated workshops, group creativity techniques.

Plan and Manage Scope
LESSON 2
TOPIC B

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# Project Scope Statement

**Project Scope Statement**

**Project Name:** _____  Date: _____

**Project Manager:** _____

**Prepared By**

| Document Owner(s) | Project/Organization Role |
|---|---|
| *<Name>* | Project Manager |
| | |

**Version History**

| Version | Date | Author | Change Description |
|---|---|---|---|
| 1.0 | *<Today's Date>* | *<Name>* | Created document |
| | | | |

**Project Description:**

A building project conducted by *My Organization* that will construct a single-family home for the Andrews family. The building site is located at 234 West Adams Street. The project manager will provide consistent project status reports to senior management as well as the project sponsor.

**Acceptance Criteria:**

_____

Plan and Manage Scope, LESSON  2, TOPIC  B

# Scope Tools and Techniques

**Expert Judgment**

Judgment provided by a group or person, based upon expertise in an application area, Knowledge Area, discipline, industry, etc.

**Facilitation**

Effective guidance of a group to a successful decision, solution, or conclusion.

**Product Analysis**

Defines products and services. Includes asking questions about a product/service, forming answers to describe the use, characteristics, and other relevant aspects of what is going to be delivered
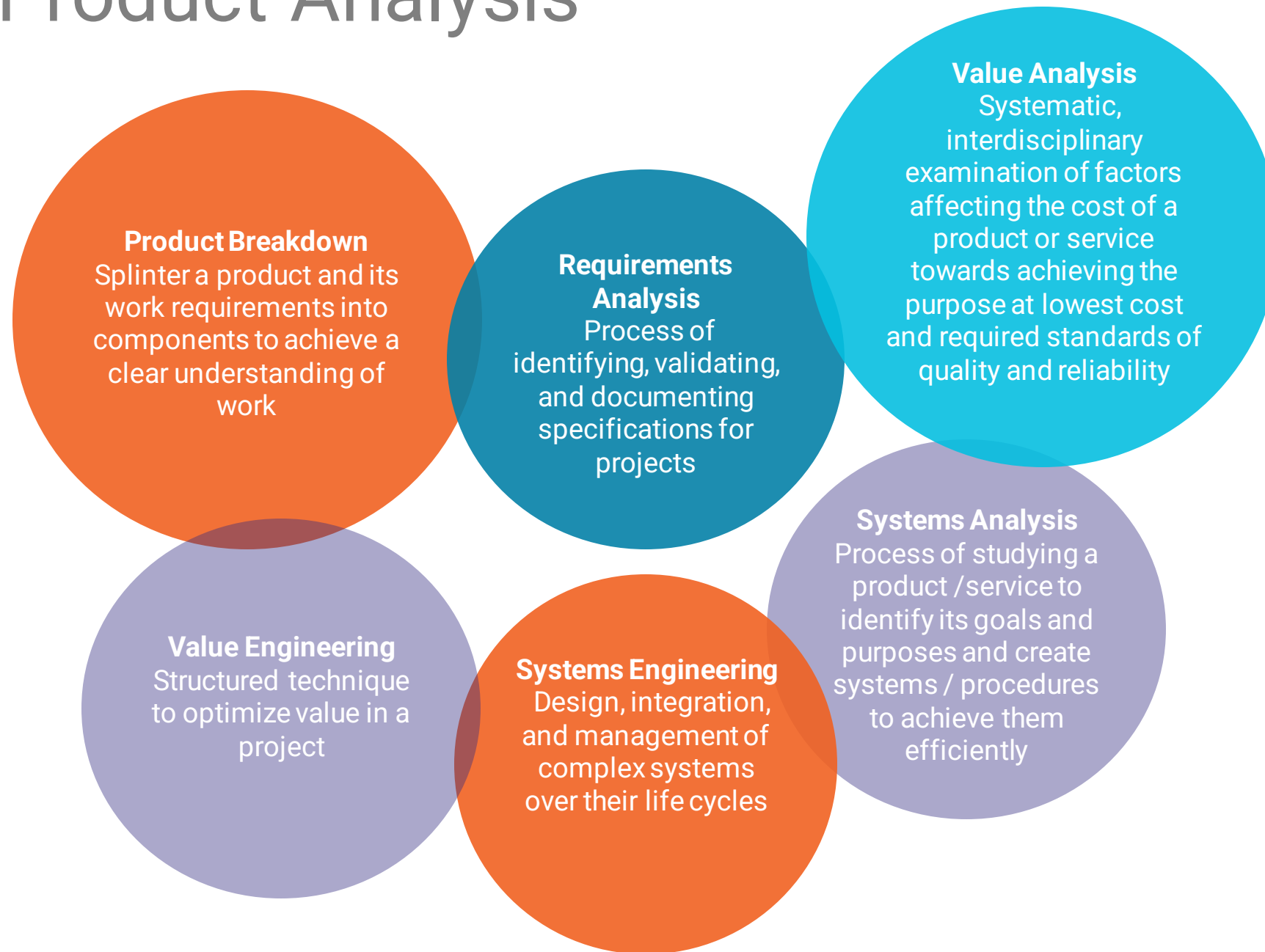
**Multi-criteria decision analysis**

Technique of organizing decision factors in a matrix to evaluate options

**Alternatives analysis**

Evaluation of choices available to reach an objective.

Plan and Manage Scope, LESSON 2, TOPIC B

# Product Analysis

**Product Breakdown**
Splinter a product and its work requirements into components to achieve a clear understanding of work

**Requirements Analysis**
Process of identifying, validating, and documenting specifications for projects

**Value Analysis**
Systematic, interdisciplinary examination of factors affecting the cost of a product or service towards achieving the purpose at lowest cost and required standards of quality and reliability

**Value Engineering**
Structured technique to optimize value in a project

**Systems Engineering**
Design, integration, and management of complex systems over their life cycles

**Systems Analysis**
Process of studying a product /service to identify its goals and purposes and create systems / procedures to achieve them efficiently

# Develop a Project Scope Statement

- Review:
  - Scope management plan (developing, monitoring, and controlling project scope activities)
  - Project charter (high-level project description and product characteristic and project approval requirements)

- Requirements documentation

- OPAs – templates, processes, and procedures

- Use tools and techniques to define the project scope (expert judgment, product analysis, alternatives generation, and facilitated workshops).

- Document the project scope statement and update project documents.
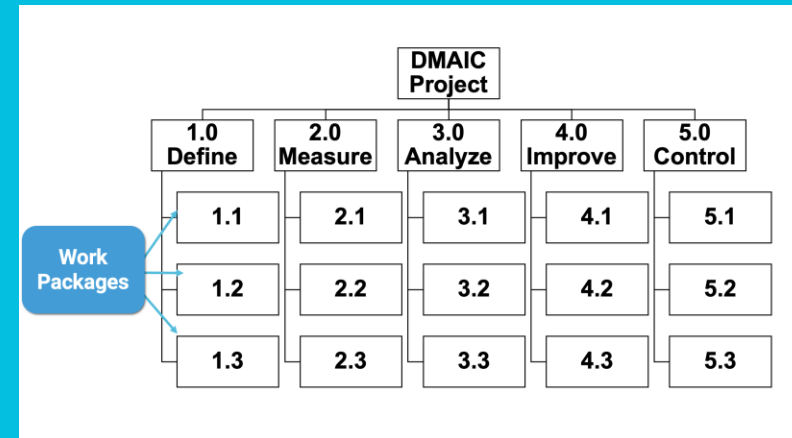
Plan and
Manage
Scope
LESSON 2
TOPIC B

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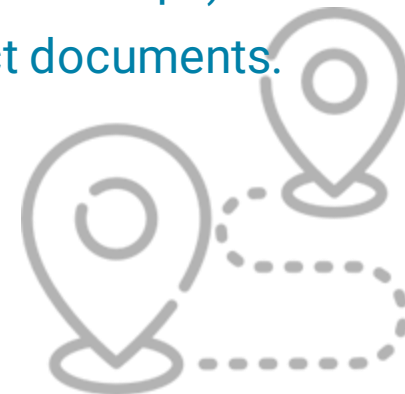
# Work Breakdown Structure
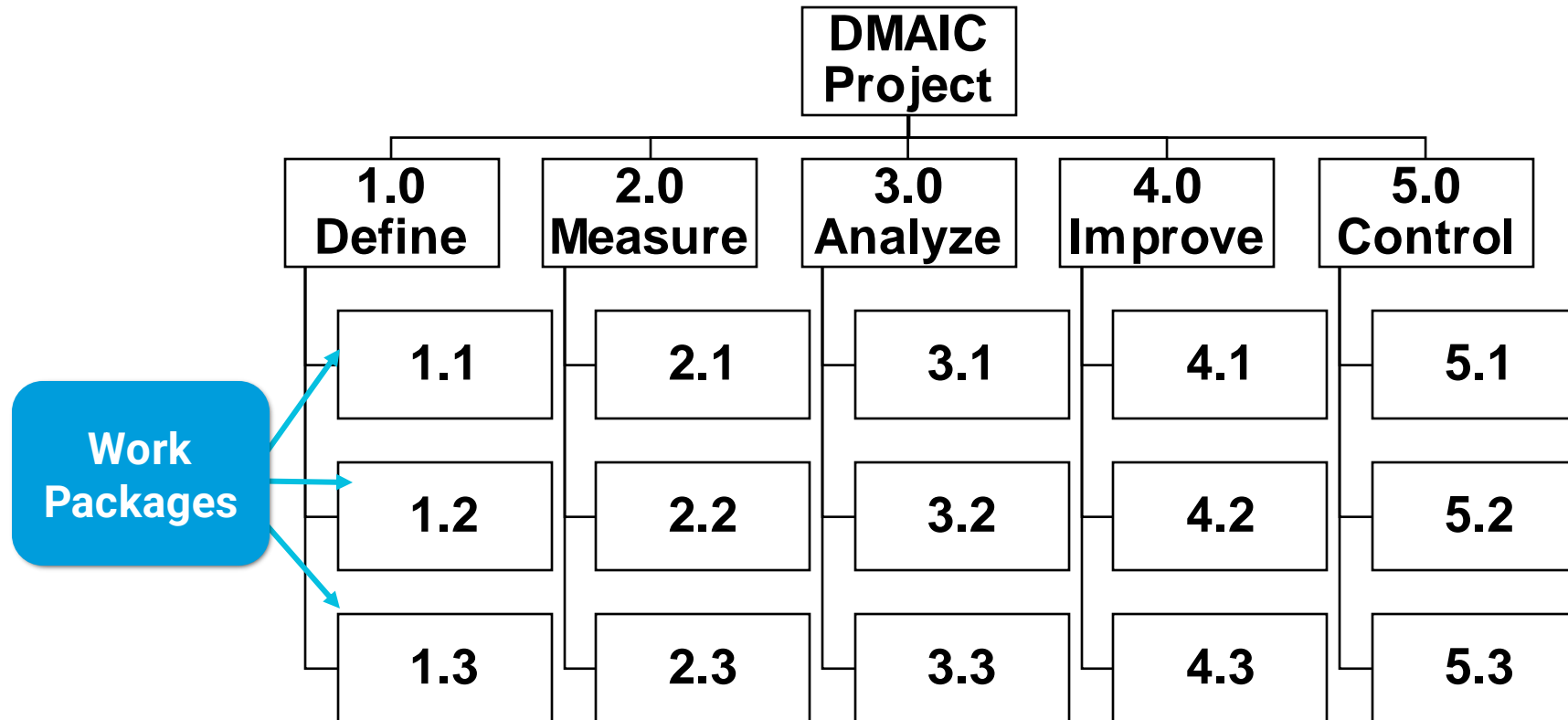
# WBS Dictionary

Can include:

- ✓ Code of account identifier
- ✓ Description of work
- ✓ Assumptions and constraints
- ✓ Responsible organization
- ✓ Schedule milestones
- ✓ Associated schedule activities
- ✓ Resources required to complete the work
- ✓ Cost estimations
- ✓ Quality requirements
- ✓ Acceptance criteria
- ✓ Technical references
- ✓ Agreement information
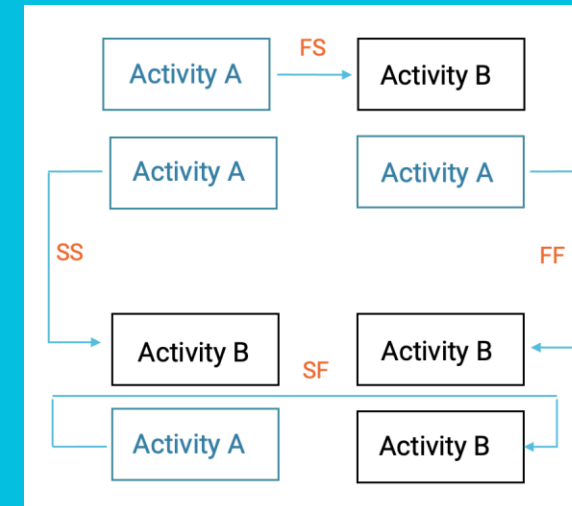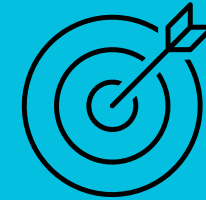
# Decomposition - Example

```
1.0  Value Management System Project
        1.1  Needs Assessment
                1.1.1     Current System Audit
                          1.1.1.1  Components Identification
                          1.1.1.2  Components Analysis
                1.1.2     Requirements Determination
                          1.1.2.1  Gap Assessment
                          1.1.2.2  Requirements Changes Identification
                1.1.3     Alternatives Development
                          1.1.3.1  Alternatives Identification
                          1.1.3.2  Alternatives Analysis
                1.1.4     Systems Requirements Development
        1.2  Standards Development
        1.3  Systems Engineering
        1.4  Project Management
```
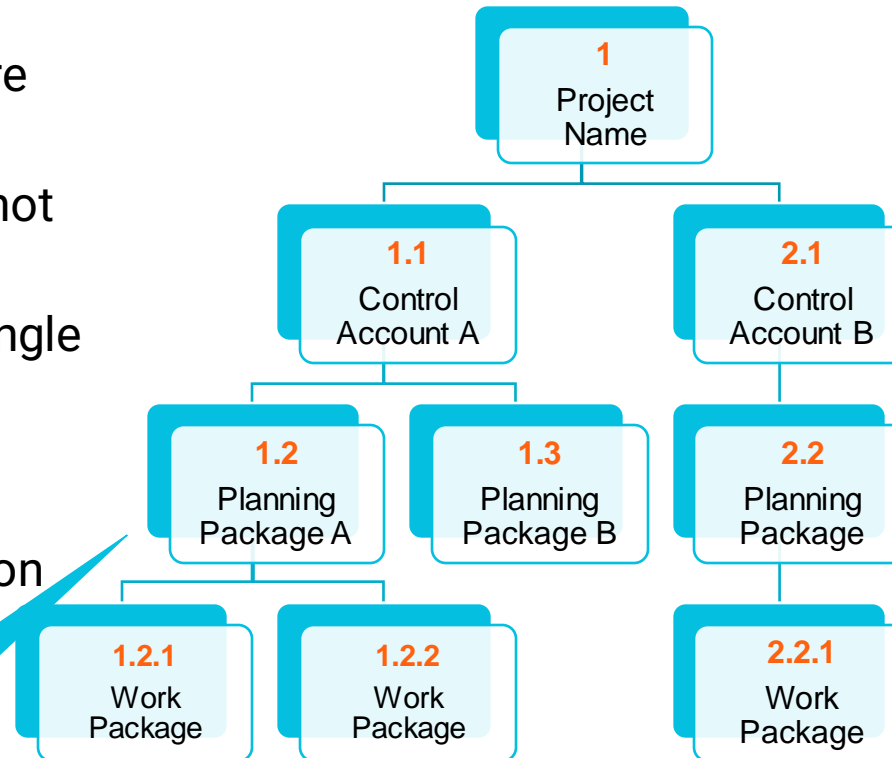
# Control Accounts, Work and Planning Packages

Let's explore the units of work in a project WBS.

# Planning Work Using a WBS

- ✓ A control account has two or more work packages.

- ✓ A planning package may or may not be used.

- ✓ Each work package is part of a single control account.

- ✓ Identifiers provide a structure for hierarchical summation of costs, schedule, and resource information and form a code of accounts.

**1** Project Name

**1.1** Control Account A

**2.1** Control Account B

**1.2** Planning Package A

**1.3** Planning Package B

**2.2** Planning Package

**1.2.1** Work Package

**1.2.2** Work Package

**2.2.1** Work Package

Planning package (optional layer) houses work content, but no schedule or details.

Lowest level - a work package with a unique identifier; contains detailed schedule and cost information.

# More about...

Course: Managing the Project Scope (2021 Update)
Video: The Work Breakdown Structure (WBS) (5:43 run time)

# Scope Baseline

Components include:

✓ Project scope statement

✓ WBS

✓ Work packages

✓ Planning package

✓ WBS dictionary

# Create a WBS

- Review:
  - Scope management plan
  - Project scope statement
  - Requirements documentation
- EEFs and OPAs
- Use tools and techniques e.g. decomposition
- Use expert judgment
- Include notes on work products that might be delivered incrementally
- Document the scope baseline

Plan and
Manage
Scope
LESSON 2
TOPIC B

# Plan and Manage Schedule

TOPIC C

# Deliverables and Tools

Activity cost estimates

Activity duration estimates

Task estimates

Story estimates

Feature estimates

Updated documents

Backlog

Velocity data

Project schedule

Release plan

Product Roadmaps

Earned Value

Updated schedule

Updated release plan

Updated product backlog

Network diagram

Planning meetings

Negotiations

Plan and
Manage
Schedule
LESSON 2
TOPIC C

# Tools, Activities & Processes



Top-Down Estimating: Expert, Analogous, Parametric

Bottom Up Estimating: Roll up WBS packages

T-Shirt sizing

Estimating using Fibonacci sequences

Story points

Relative estimating

Affinity estimates

PMIS

Process assets

Backlog management

Release planning

Iteration planning

Burndown / Burnup charts

Cumulative flow diagrams

Throughput analysis

Velocity analysis
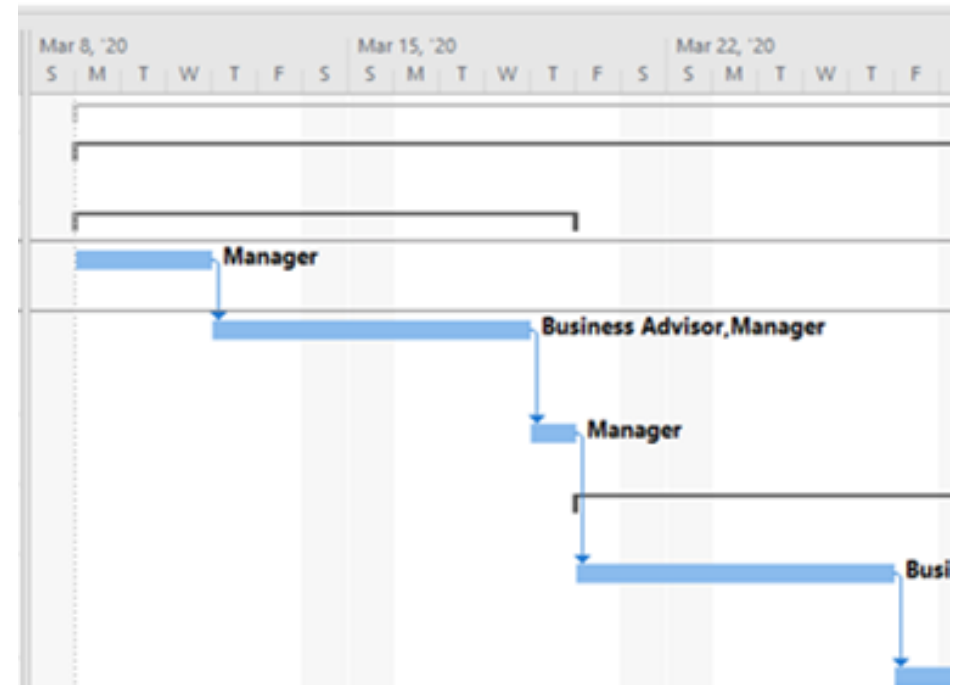
Retrospectives

Review work produced

Backlog reprioritization

Scaling projects

Meetings

Procurement negotiations

Plan and Manage Schedule
LESSON 2
TOPIC C

# Project Schedule

- ✓ Includes start and finish activities
- ✓ Uses specific dates and in a certain sequence
- ✓ Sets dates for project milestones
- ✓ Coordinates activities to ensure on-time project completion
- ✓ Tracks schedule performance and provides visibility of project status to upper management and project stakeholders

Plan and Manage Schedule
LESSON 2
TOPIC C

# Benchmarks and Historical Data

Benchmarking is the comparison of a project schedule to another, similar product/service schedule to **provide a good "starting point" for estimation before detailed analysis.**

**Benchmarks** can be useful in the initial stage of scheduling to help assess the feasibility of a project.

**Historical data** can come from other projects completed within an organization for which detailed information is available.
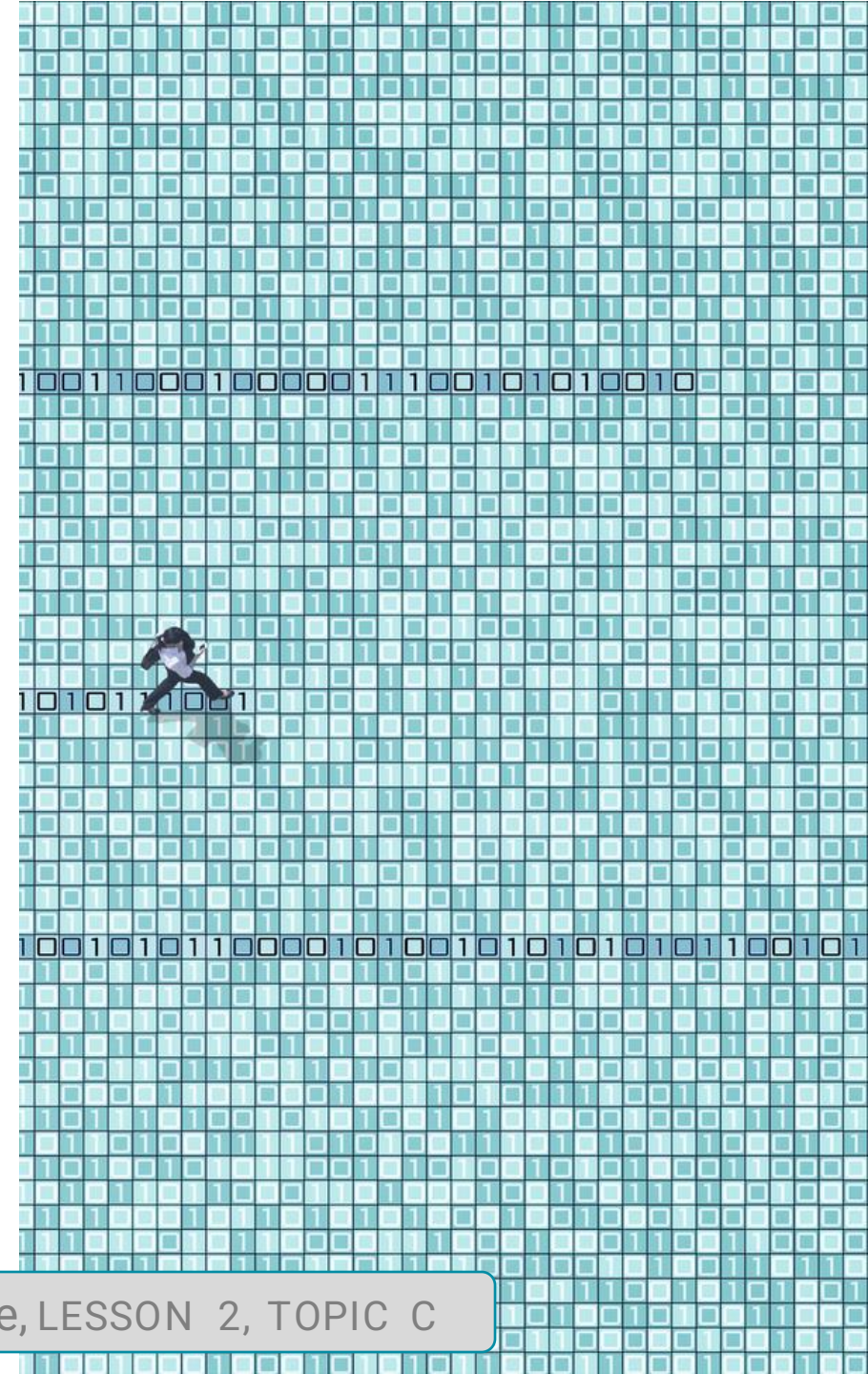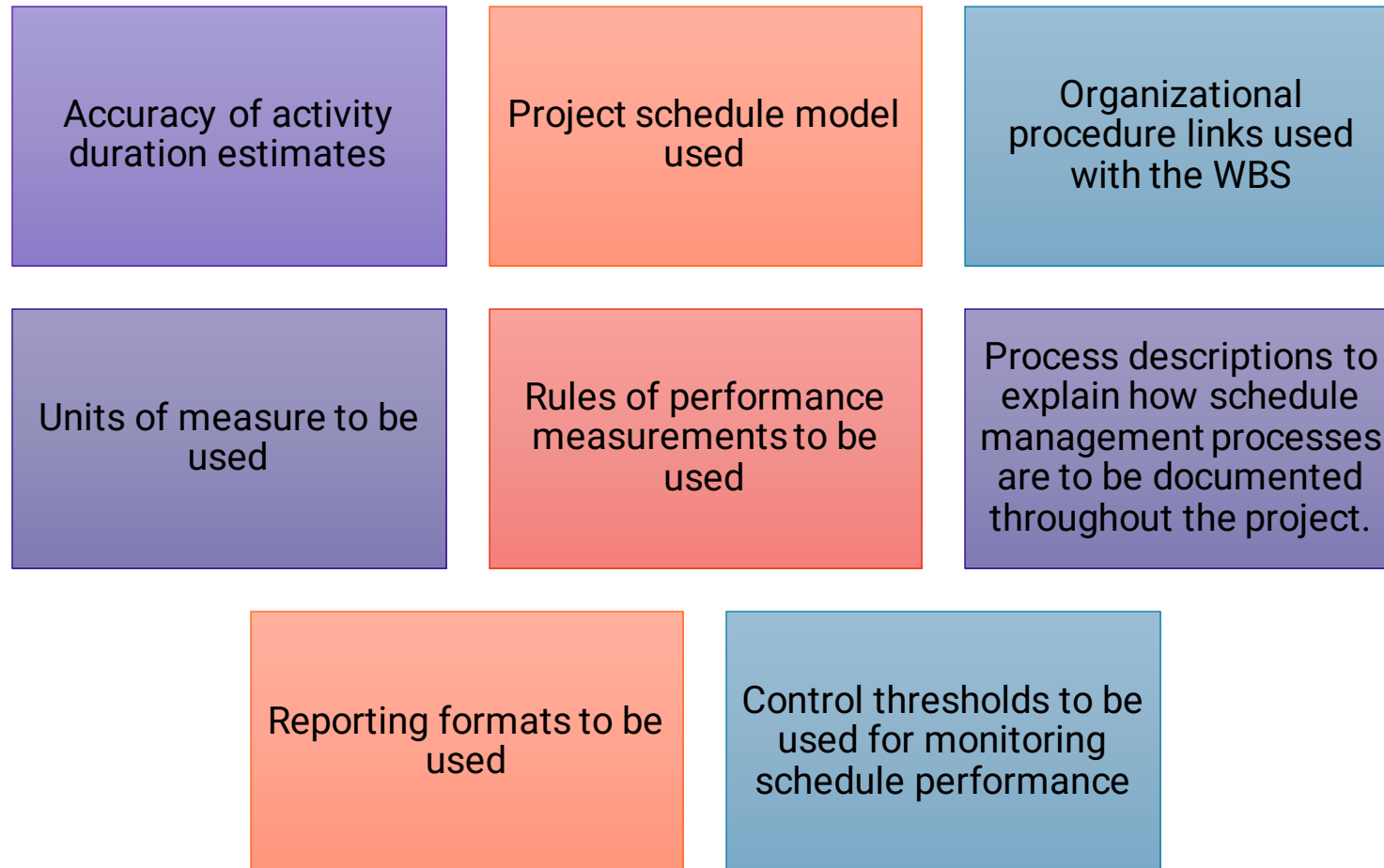
# Schedule Management Plan

Describes how activities will be defined and progressively elaborated.

Identifies a scheduling method and scheduling tool to be used.

Determines the format of the schedule.

Establishes criteria for developing and controlling the project schedule.

# Components of the Schedule Management Plan

Accuracy of activity duration estimates

Project schedule model used

Organizational procedure links used with the WBS

Units of measure to be used

Rules of performance measurements to be used

Process descriptions to explain how schedule management processes are to be documented throughout the project.

Reporting formats to be used

Control thresholds to be used for monitoring schedule performance

Plan and Manage Schedule, LESSON 2, TOPIC C

# Schedule Management Considerations for Agile/ Adaptive Environments

Consider developing project roadmap.

Schedule individual activities iteratively.

Choose an iterative approach:
- ✓ Iterative scheduling with backlog
- ✓ On-demand scheduling

# Develop a Schedule Management Plan

- Review the following:
  - Project management plan (for information to develop the schedule)
  - Project charter (for a summary, high-level milestone schedule)
  - EEFs
  - OPAs

- Use tools and techniques such as expert judgment and historical information.

- Use meetings to develop the schedule management plan.

- Document the schedule management plan for the project.
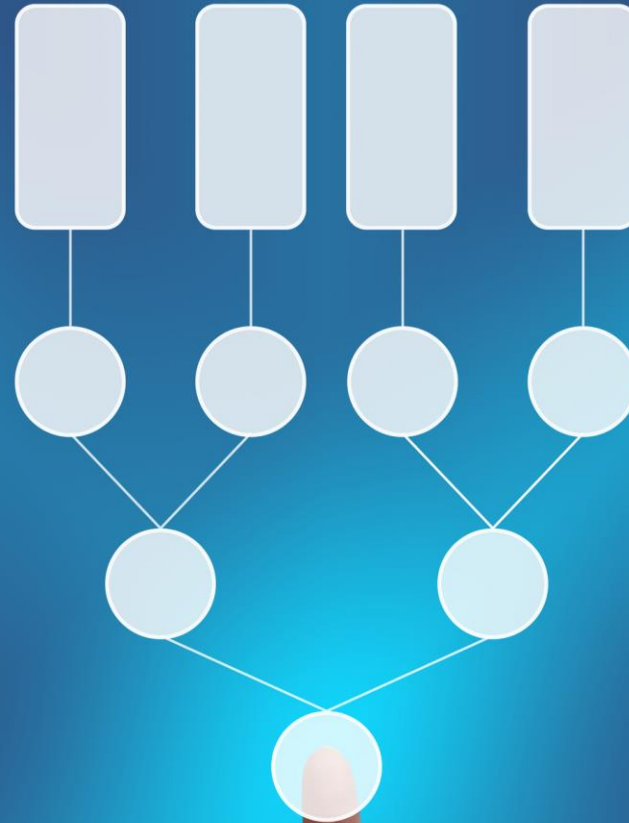
Plan and Manage Schedule
LESSON 2
TOPIC C

# Project Activities

An **activity** is a component of a decomposed work package.

- Activities are not the same as work packages or 'tasks'.

A **work package** is the lowest level of the WBS.

A **task** refers to project management software.

# Milestones

A **milestone list** identifies all project milestones and indicates whether the milestone is mandatory, such as those required by contract, or optional, such as those based on historical information.

Milestones have zero duration because they represent a significant point or event.

5

4

3

2

1
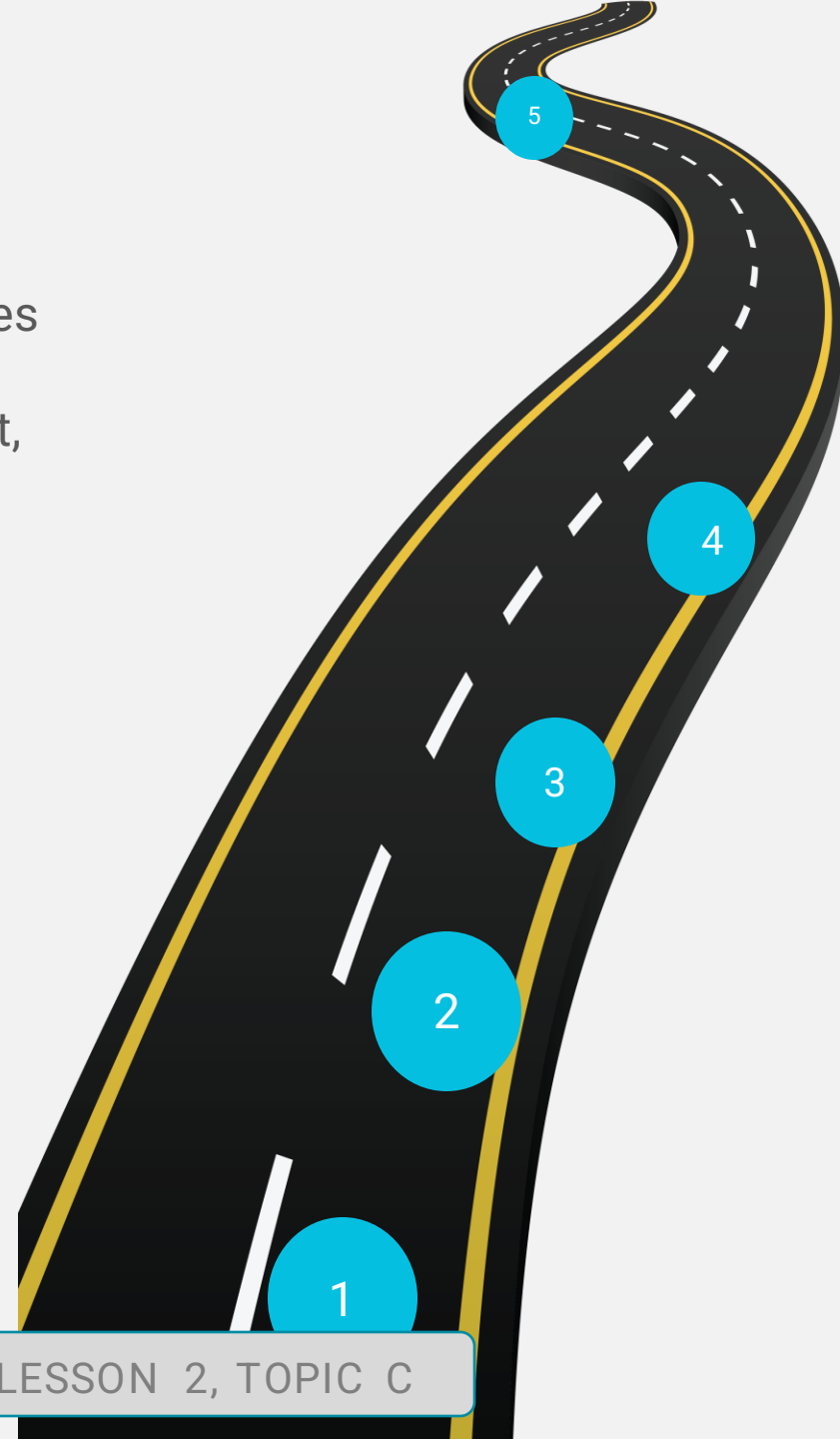
# Milestone Chart

✓ Provides the summary level view of a project's milestones.

✓ Uses icons or symbols.

✓ Useful for upper management who only require an overview.



Q1
20xx

Q2
20xx

Q3
20xx

Q4
20xx
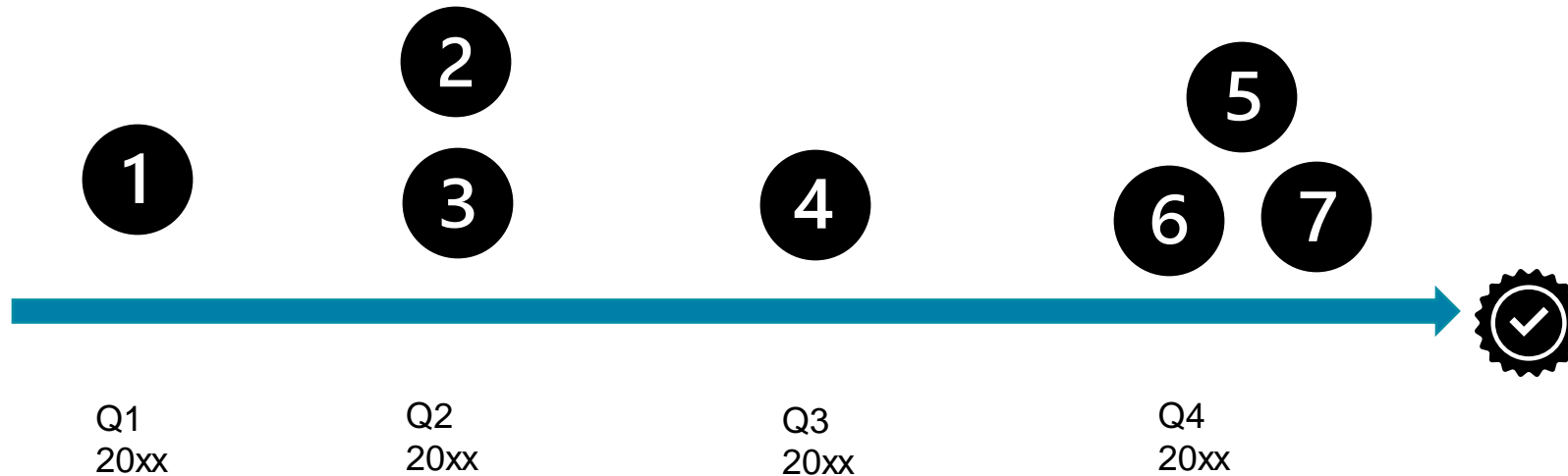
# Estimating Project Activities

- Review:
  - Schedule management plan
  - Scope baseline for WBS, deliverables, assumptions, and constraints
  - EEFs
  - OPAs

- Analyze and decompose each work package of the WBS into activities that will be required to produce the deliverable.

- Consult SMEs about unfamiliar material.

- Evaluate all constraints and assumptions for their possible impact on activity definition.

- After decomposing each work package into activities, evaluate the activity list.

Plan and Manage Schedule, LESSON 2, TOPIC C

# Activity Dependency

Relationship indicates whether the start of an activity is **contingent on an event** or **input from outside the activity**.

Activity dependencies determine the precedence relationships.

## Example activity: Designing Room Layouts



- Architect needs to assess the functionality of a room design.

- Assessment **cannot start until** workers finish framing the walls, windows, and roof.

- **After** structure is in place, **then** architect can reassess design plans to determine if modifications are necessary.

# Types of Activity Dependencies

**Mandatory**

A relationship that is contractually required or inherent in the nature of the work.

**Discretionary**

A relationship that is established based on knowledge of best practices within a particular application area or an aspect of the project where a specific sequence is desired.

**External**

A relationship between project activities and non-project activities.

**Internal**

Contingent on inputs within the project team's control.

# Precedence Relationships

Precedence relationships express a logical dependency in precedence diagramming methods.

It is a logical relationship between activities that describes what the activity sequence should look like.

Precedence relationships are always assigned to activities based on the dependencies of each activity:

✓ Predecessor activity drives the relationship; most often, it occurs first.
✓ Successor activity is driven by the relationship.

# Types of Precedence Relationships
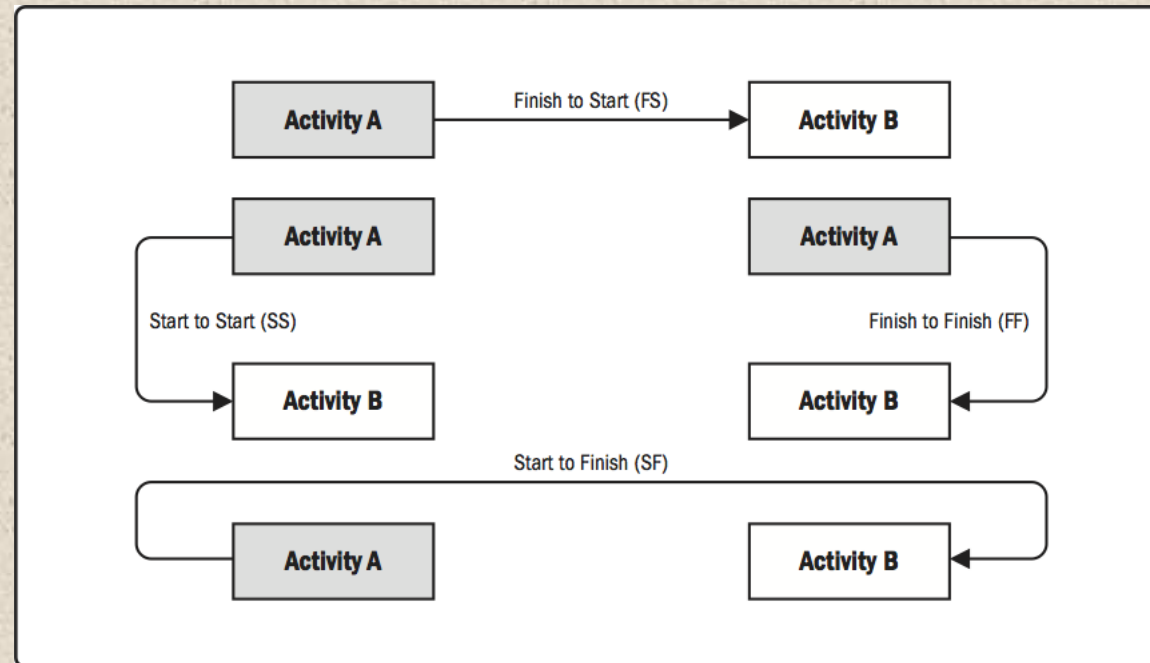
**More about...**

# Sequence Project Activities

- Review:
  - Schedule management plan (for information on the scheduling method and tool, and information on how activities may be sequenced)
  - Activity list for all project schedule activities
  - Activity attributes for each activity
  - Milestone list for the dates for specific schedule milestone events
  - Project scope statement
  - EEFs
  - OPAs

- Use tools and techniques such as the precedence diagramming method (PDM), dependency determination, and leads and lags to develop the project schedule network diagram.

- Document the project schedule network diagram and update any project documents, as needed.

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# MASTERY BUILDER

The project team is reviewing the requirements documentation that they are responsible for working on. Which project artifact can they reference to see the connection between the requirements and the business and project objective?

- ❑ Requirements traceability matrix

- ❑ RACI Chart

- ❑ Project charter

- ❑ Scope management plan

**Creating a high performing team**

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**Creating a high performing team**

# MASTERY BUILDER

Months into the project, work on a planning package needs to be further broken down and scheduled. Which of the following should be done by the project team?

❑ Keep the original WBS dictionary unchanged.

❑ Use the work packages that were defined at the start of the project for the planning package.

❑ Update the WBS dictionary as the planning package is converted to work packages.

❑ Obtain a change request for the planning package from the change control board.

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# MASTERY BUILDER

Which is the best elicitation technique to use when your project team wants to facilitate a discussion with a certain set of users to get a better understanding of how they might use your project's product?

- ❑ Document analysis
- ❑ Focus group
- ❑ Benchmarking
- ❑ Plurality

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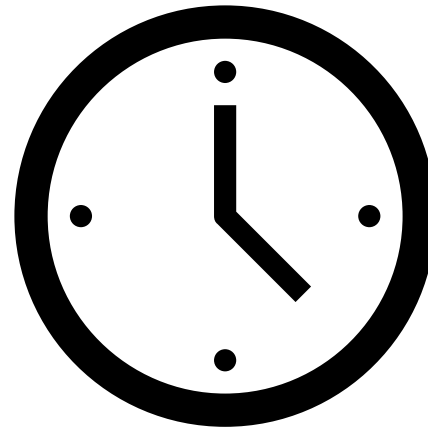
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# 1-Hour Break!

See you back after one hour!