



PMP® EXAM PREP

PMI Authorized Training Partner

BOOTCAMP

Session 3

Part 2

Class will resume at 2:30pm EST

Instructors:
Barb Waters, MBA, PMP®
Susan Daniels, MBA, PMP®

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 Lesson 1	Starting the Project Lesson 2	Doing the Work Lesson 3	Keeping the Team on Track Lesson 4	Keeping the Business in Mind 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			

LESSON 3

DOING THE WORK

- Assess and Manage Risks
- Execute Project to Deliver Business Value
- Manage Communications
- Engage Stakeholders
- Create Project Artifacts
- Manage Project Changes
- Manage Project Issues
- Ensure Knowledge Transfer to Project Continuity





Assess and Manage Risks

TOPIC A

Deliverables and Tools



Risk Management Plan

Risk Register



Organizational Process Assets

Meetings

Expert judgment

Risk analysis techniques

Update Risk Register

Risk probability and impact assessment

Monitor and manage risks



Risk

Positive risks, or **opportunities**, produce a positive project outcome.

Negative risks, or **threats**, have a negative impact on the project.



Defining Risk Management Approach

Consider the **likelihood** that the risk event will occur and the **potential impact** of the risk.



Risk Management Plan

impact
definition of risk
timing risk categories
probability
reporting risk probability
stakeholders risk appetite
funding role
document risk strategy
responsibility impact matrix
methodology

Risk Management Plan

- ✓ Risk strategy
- ✓ Methodology
- ✓ Roles and responsibilities
- ✓ Funding
- ✓ Timing
- ✓ Risk categories
- ✓ Stakeholder risk appetite
- ✓ Definition of risk probability and impact
- ✓ Probability and impact matrix
- ✓ Reporting formats
- ✓ Tracking documents



Risk Identification Techniques



Course: Deep Dive into Project Risk (2021 Update)

Video: Risk Identification Tools and Techniques (8:28 run time)

Watch Start to 6:13

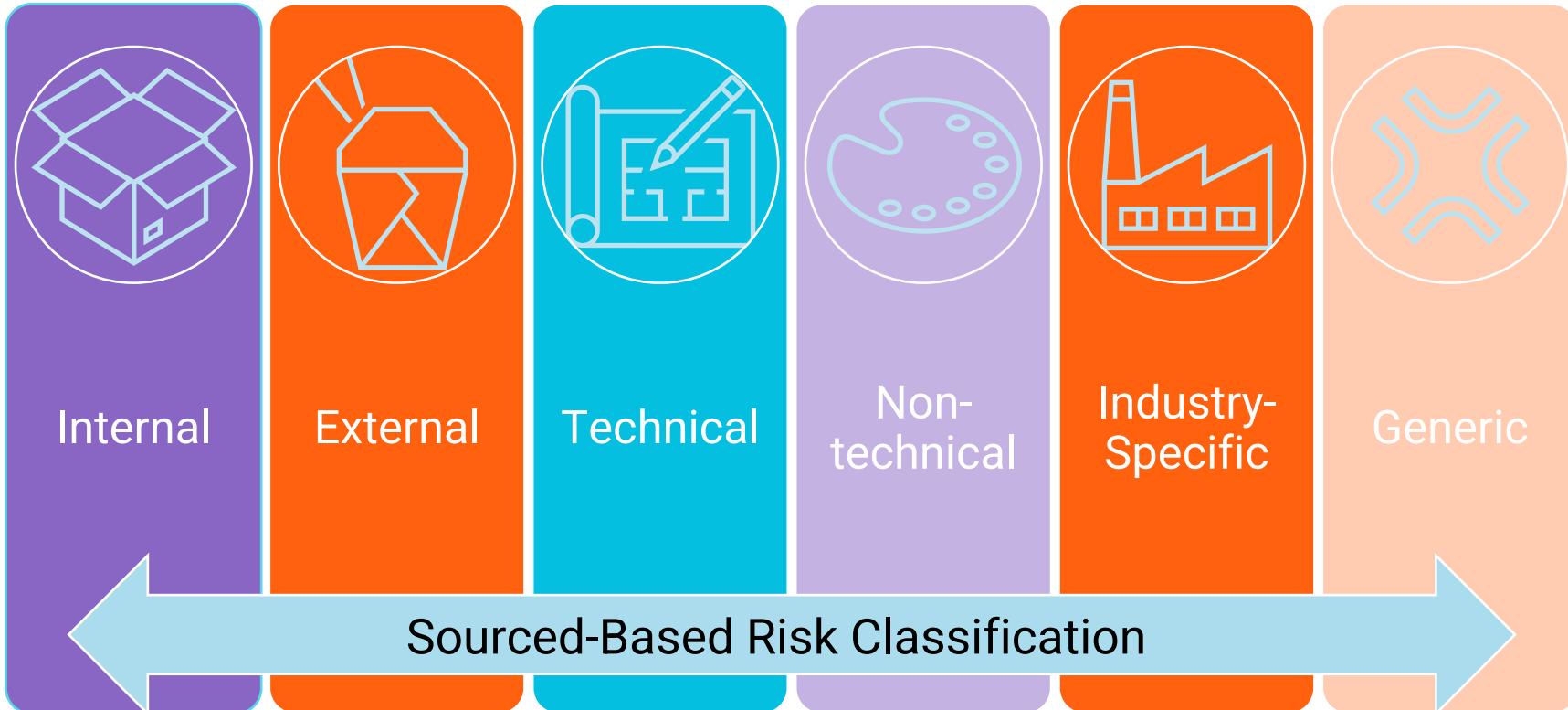
**More
about...**

Risk Identification Tools and Techniques

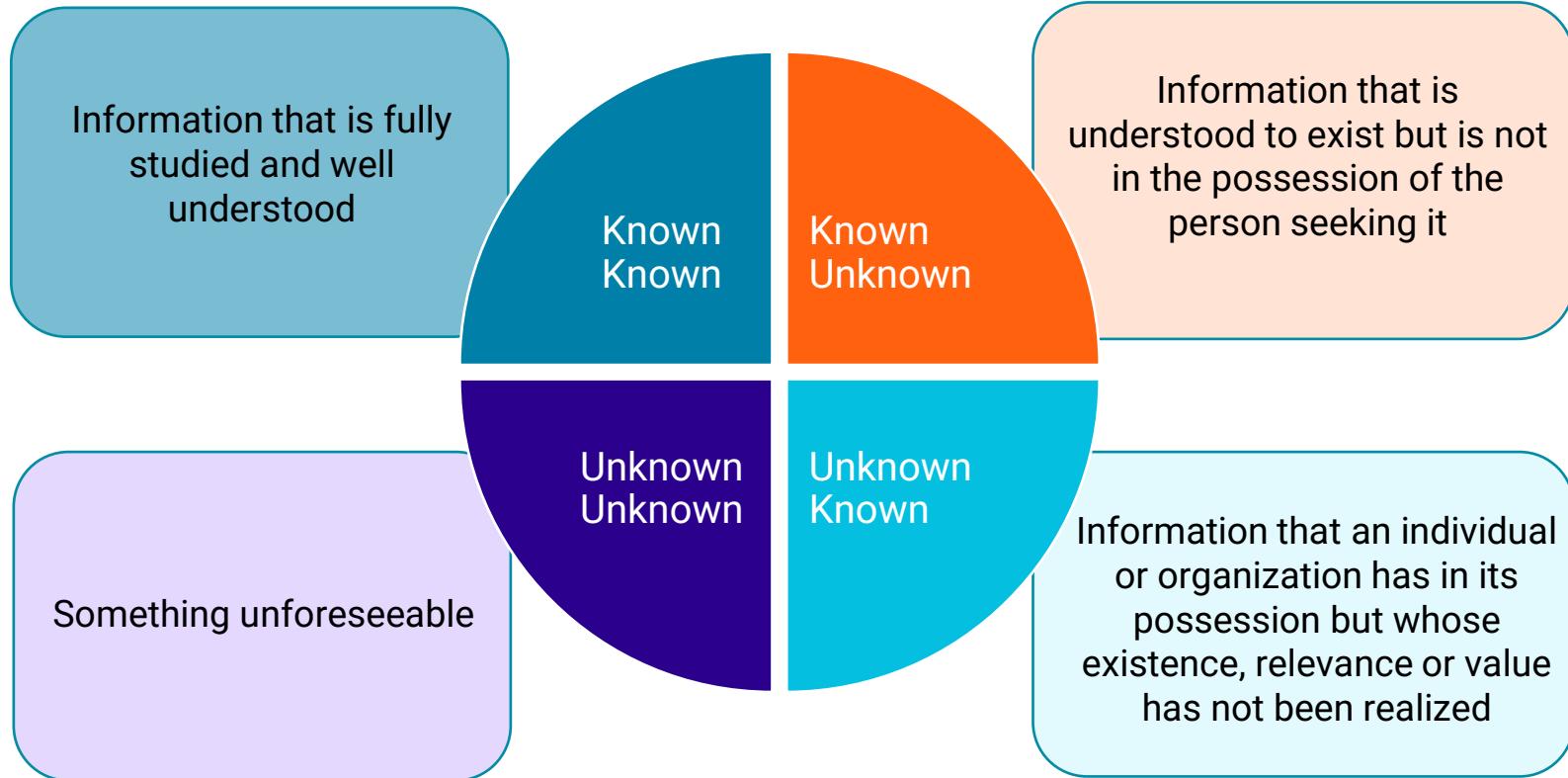
Risk Classification Approaches



Risk Classification Approaches



Risk Classifications



GUIDELINES

Iteratively Identify, Assess, and Prioritize Risks

- Identify risks in every project segment and work package before the project begins.
- Perform a structured review with key stakeholders of documentation from other planning processes to ensure understanding.
- Identify risks and triggers using risk identification techniques.
- Be consistent with risk approach but be mindful of emerging special circumstances.
- Consult relevant historical information for problems and resolutions e.g. risk response plans, final reports, and lessons learned from previous, similar projects.
- Group identified risks into categories reflecting common, relevant risks.
- Use analysis results to initiate the risk register.

Assess and
Manage Risks,
LESSON 3,
TOPIC A





Qualitative Risk Analysis

- ✓ Focuses on high priority risks
- ✓ Subjective, based on team's perception of risks
- ✓ Provides the list of prioritized risks for further actions

Course: Deep Dive into Project Risk (2021 Update)
Video: Qualitative Risk Analysis (4:15 run time)

More
about...

Qualitative Risk Analysis



Probability and Impact Matrix

Probability	Threats					Opportunities					Probability
	Very High 0.90	High 0.70	Medium 0.50	Low 0.30	Very Low 0.10	Very High 0.90	High 0.70	Medium 0.50	Low 0.30	Very Low 0.10	
Negative Impact	0.05	0.09	0.18	0.36	0.72	0.72	0.36	0.18	0.09	0.05	Very High 0.90
Very Low 0.05	0.04	0.07	0.14	0.28	0.56	0.56	0.28	0.14	0.07	0.04	High 0.70
Low 0.10	0.03	0.05	0.10	0.20	0.40	0.40	0.20	0.10	0.05	0.03	Medium 0.50
Moderate 0.20	0.02	0.03	0.06	0.12	0.24	0.24	0.12	0.06	0.03	0.02	Low 0.30
High 0.40	0.01	0.01	0.02	0.04	0.08	0.08	0.04	0.02	0.01	0.01	Very Low 0.10
Positive Impact	Very High 0.80	High 0.40	Moderate 0.20	Low 0.10	Very Low 0.05						Probability

Quantitative Risk Analysis

Quantifies overall project risk exposure.

Provides additional quantitative risk information to support risk response planning.

Costly, so best for:

- ✓ Large or complex projects
- ✓ Strategically important projects
- ✓ When required by contract or key stakeholder.



Course: Deep Dive into Project Risk (2021 Update)
Video: Quantitative Risk Analysis (5:13 run time)

More
about...

Quantitative Risk Analysis



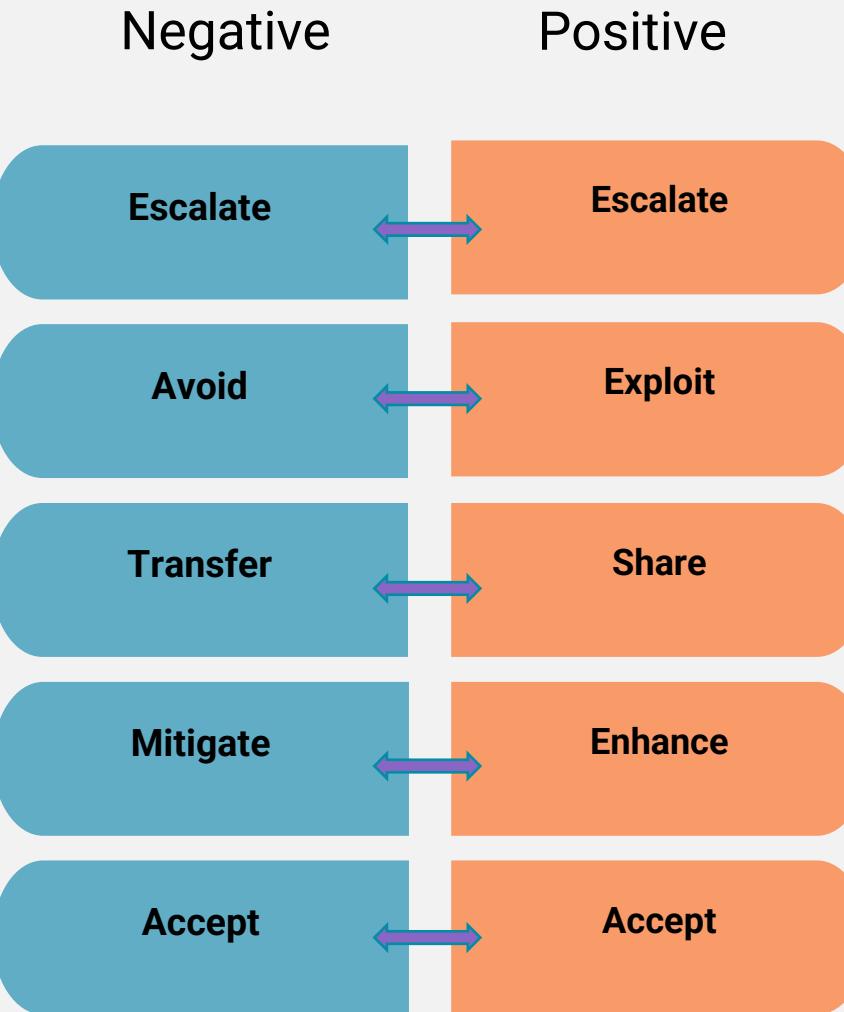
Risk Response

- ✓ Assign a person to implement that action.
- ✓ Develop options, select strategies, and agree on actions to address overall risk exposure and response
- ✓ Address risks by priority—greatest to least.
- ✓ Add resources and activities to the budget, schedule, and project management plan to support risk responses. Assign a response to each risk.
- ✓ Choose from various risk response strategies to determine a response for each risk.
- ✓ Develop a fallback plan in case the primary strategy is not effective.
- ✓ Review secondary risks - These are risks that could occur as a result of implementing a risk response.



Risk Response Strategies

- ✓ Prepare strategies for threats (**negative**) as well as opportunities (**positive**).
 - ✓ Plan and implement strategies for **individual** project risks and **overall** project risk.



**More
about...**

Course: Deep Dive into Project Risk (2021 Update)

Video: Risk Responses (9:45 run time)

Watch: Start to 6:44

Risk Responses

Contingency Response Strategies

- ✓ Develop strategies **in advance**, before things go wrong.
- ✓ Use if and when identified risks become issues.
- ✓ Allow you to **react quickly** and appropriately to the risk event, mitigating its negative impact or increasing its potential benefits.
- ✓ Strategies should be **holistic**, including time, cost, and impact estimates.



GUIDELINES

Determine and Implement Risk Responses

- Examine identified risks to determine causes and effects on project objectives.
- Brainstorm strategies for each risk.
- Choose the most effective response strategy for each identified risk.
- Ask the project sponsor for help if the rating will exceed organization's risk threshold.
- Identify backup strategies for risks with high risk factor scores.
- Quantify contingency reserve requirement to deal with accepted and unknown risks.
- Consult the risk management plan to understand the content and format of the risk response plan.
- Incorporate the risk response plan into the overall project plan to implement and monitor strategies.





Execute Project to Deliver Business Value

TOPIC B

DOING THE WORK > EXECUTE PROJECT TO DELIVER BUSINESS VALUE

Deliverables and Tools



No specific deliverables



No specific tools



Lead on Value Delivery

- ✓ **Communicate** the vision.
- ✓ **Model** attentive and responsive behaviors.

Execute Project to Deliver Business Value, LESSON 3, TOPIC B



Create a Culture of Urgency for Value Delivery

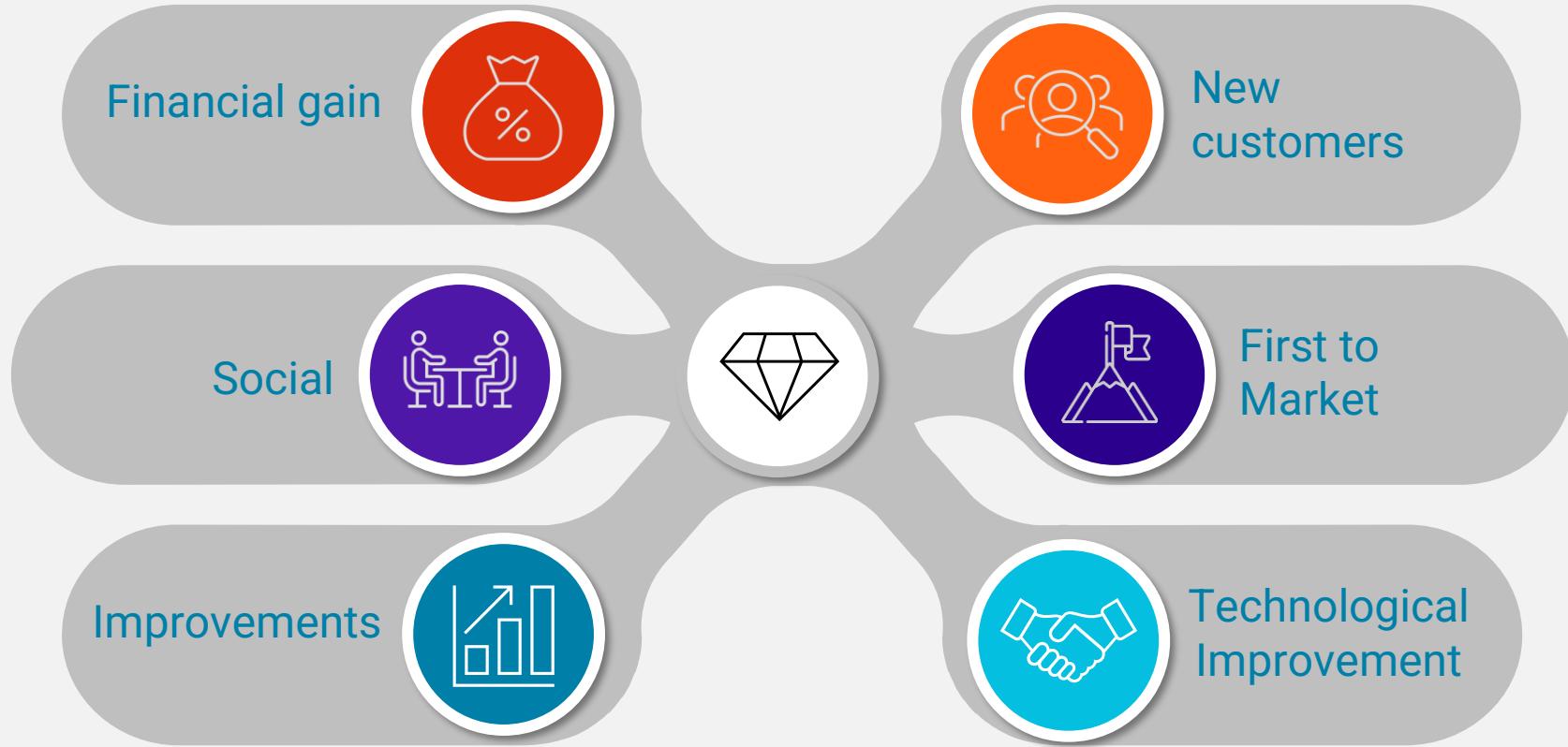
Establish and cultivate that urgency in your culture as an ongoing task.

Lead by communicating the project's importance and vision.

Commit to and be accountable for striving towards that vision.

Represent the voice of the customer to create relevancy and personalize the value

Business Value



Execute Project to Deliver Business Value, LESSON 3, TOPIC B

Examine Business Value

Determine exactly what is of value through examination, evaluation, and confirmation.

Use a variety of means for determining what is of value.



Execute Project to Deliver Business Value, LESSON 3, TOPIC B

GUIDELINES

Measure Ongoing Progress

- Define value from the customer's, business, and/or user's perspective.
- Determine value expectations.
- Set targets and baselines based on expectations.
- Employ metrics that communicate progress towards value expectations.
- Use efficient data collection metrics and methods.
- Collect data at regular intervals.
- Present progress data to stakeholders.
- Compare progress with baselines and expectations.
- Improve on success or correct areas where progress does not meet expectations.

Execute Project to
Deliver Business
Value, LESSON 3,
TOPIC B





Manage Communications

TOPIC C

Deliverables and Tools

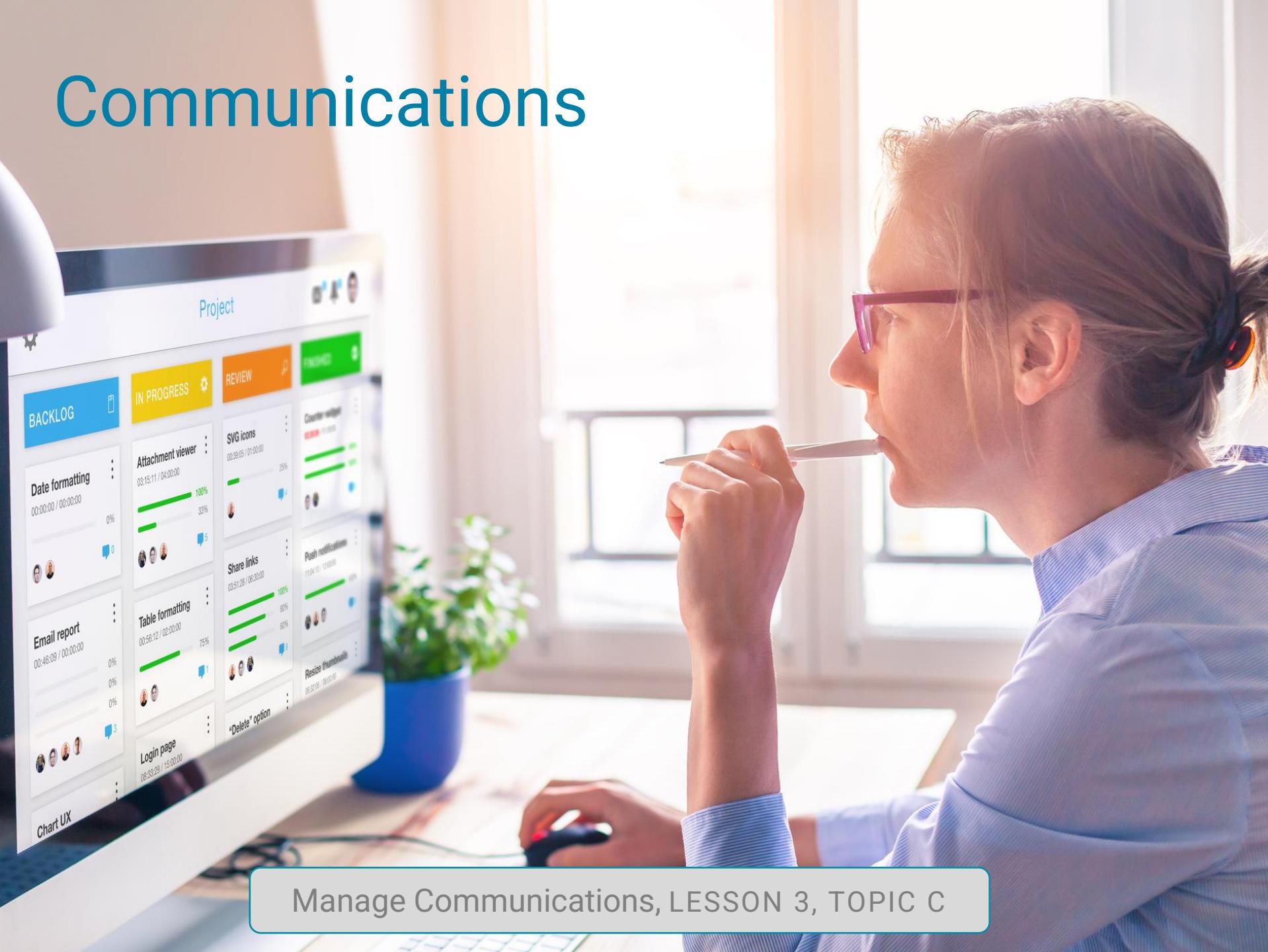


Communications Management Plan
Project Communications
Stakeholder Register
Work performance and change updates



Stakeholder analysis
Create and update project communications plan
Update documents
Understand and practice Sender-Receiver Model

Communications

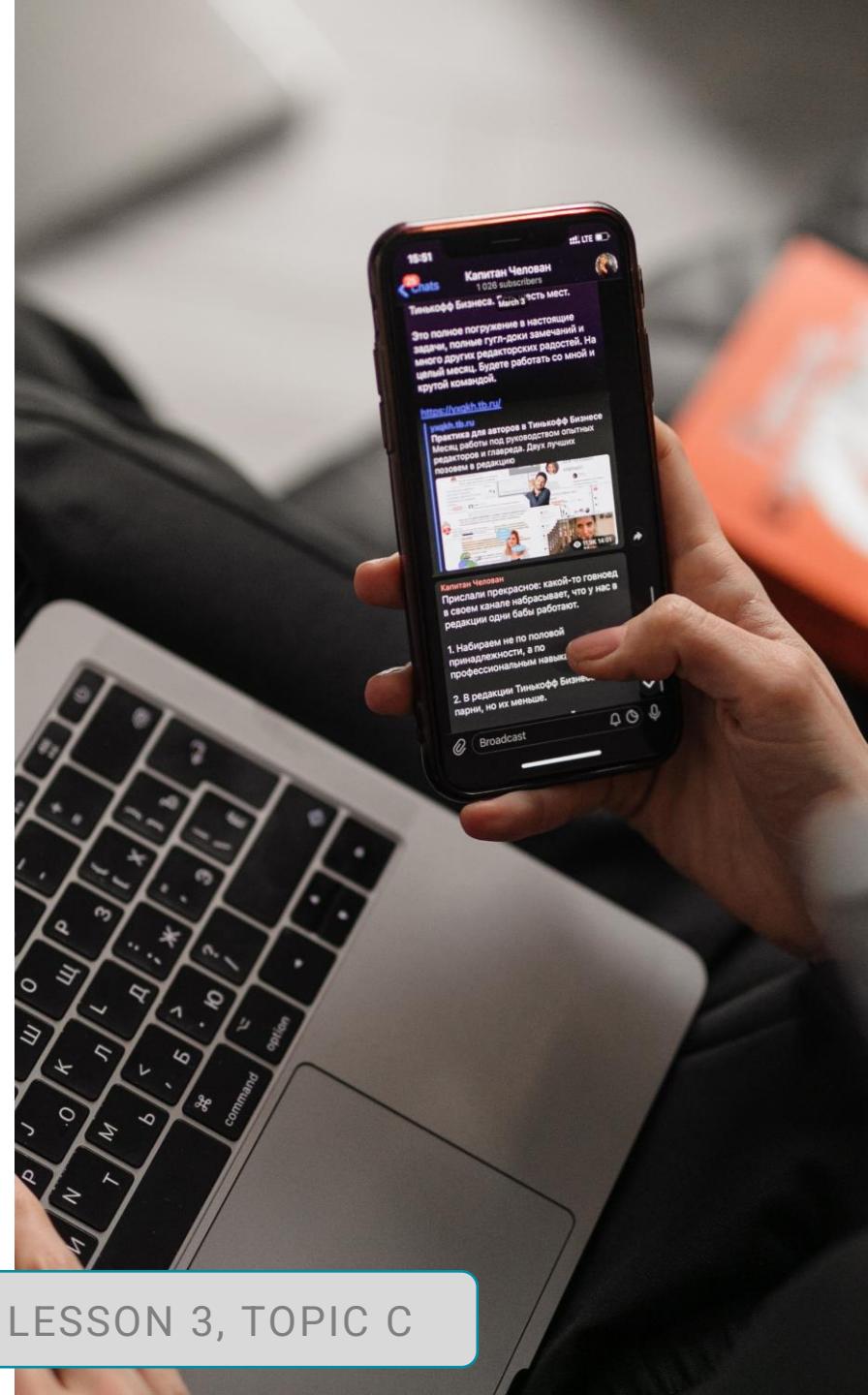


Manage Communications, LESSON 3, TOPIC C

Project Communications

Consider these dimensions:

- ✓ Internal and external stakeholders
- ✓ Formality or informality - content and format
- ✓ Hierarchy – adjust tone upward, downward, or horizontally
- ✓ Official or unofficial need e.g. annual reports or governance related vs. project team communication
- ✓ Written or verbal – remember tone, inflection, and nonverbal gestures are influential!



Communications Management Plan Example

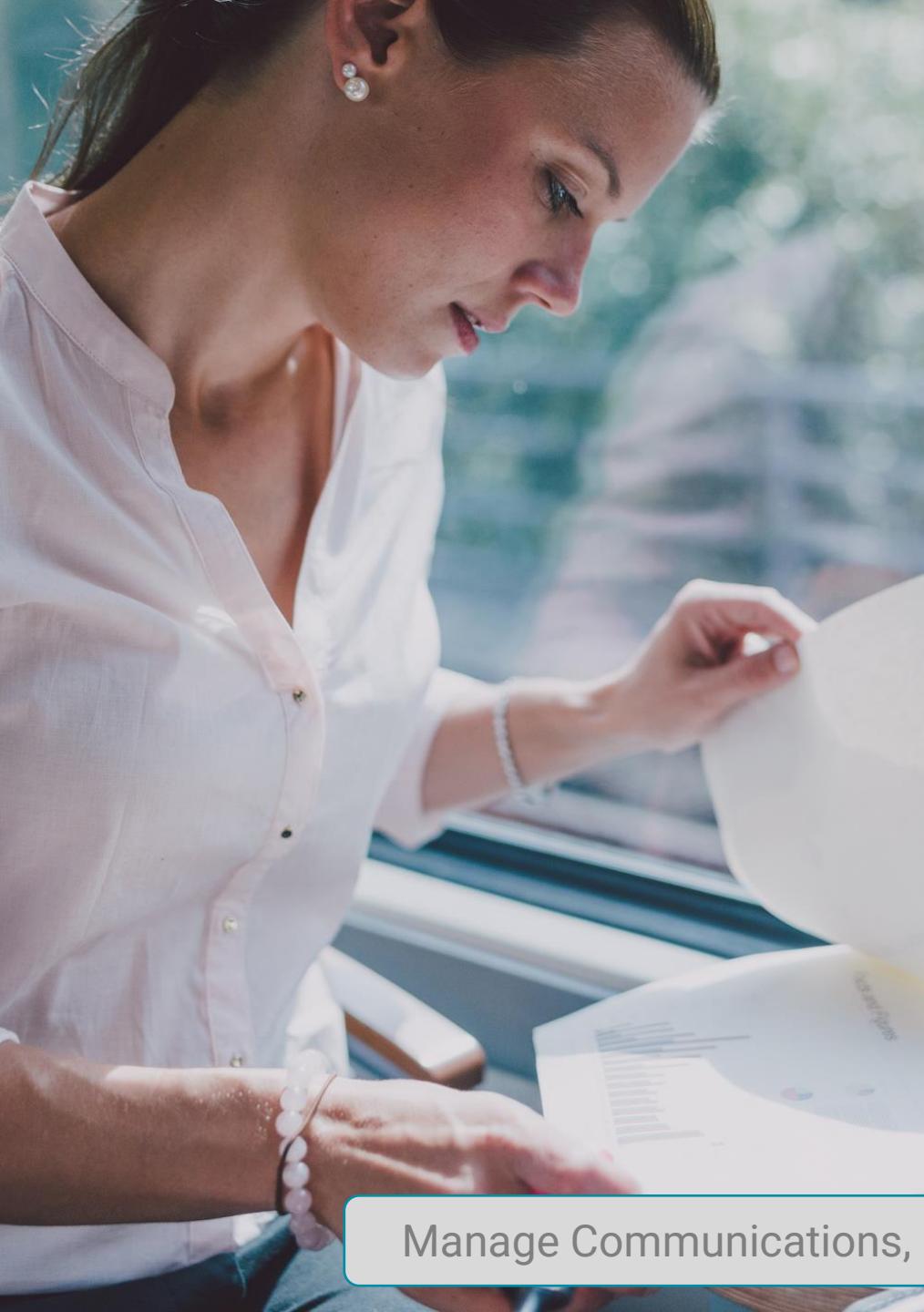
Communication	Frequency	Responsibility	Stakeholder	Notes
Project Kickoff Meeting	Start of project	PMO	Key Stakeholders	Both team and client kickoff meetings recommended
Extranet	Ongoing	PMO		Includes project schedule, key project deliverables, meeting minutes, change request log, issues log
Executive Steering Committee	Monthly – first Wednesday of each month	Account Manager	Client Executive	Review status, milestones met, earned value indicators, key issues
Status Meetings Status Report (Email)	Weekly – Friday 2 p.m.	Project Manager	Client Sponsor	Review project status, schedule, change requests, issues
Status Meetings	Weekly – Friday 11 a.m.	Project Manager	Development Team	Provides input for subsequent meetings with client sponsor
Newsletter (Email)	Weekly – Friday	PMO	Client Managers	
Client Satisfaction Survey	Monthly/end of each phase	Account Manager/Project Manager	Client Sponsor/Key Client Stakeholders	Informal (Monthly) Formal (End of each phase)

Manage Communications,
LESSON 3, TOPIC C

Communications Management Plan - Components

- ✓ Stakeholder communications requirements
- ✓ Information to be communicated, including language to be used
- ✓ Reason
- ✓ Time frame and frequency
- ✓ Responsible person – i.e. release of confidential information
- ✓ Receivers
- ✓ Methods or technologies of conveyance
- ✓ Time and budget allocation
- ✓ Escalation process for issues that need visibility
- ✓ Update method for the plan
- ✓ Glossary of common terminology
- ✓ Flowcharts depicting flow of information
- ✓ Constraints due to regulation or policies



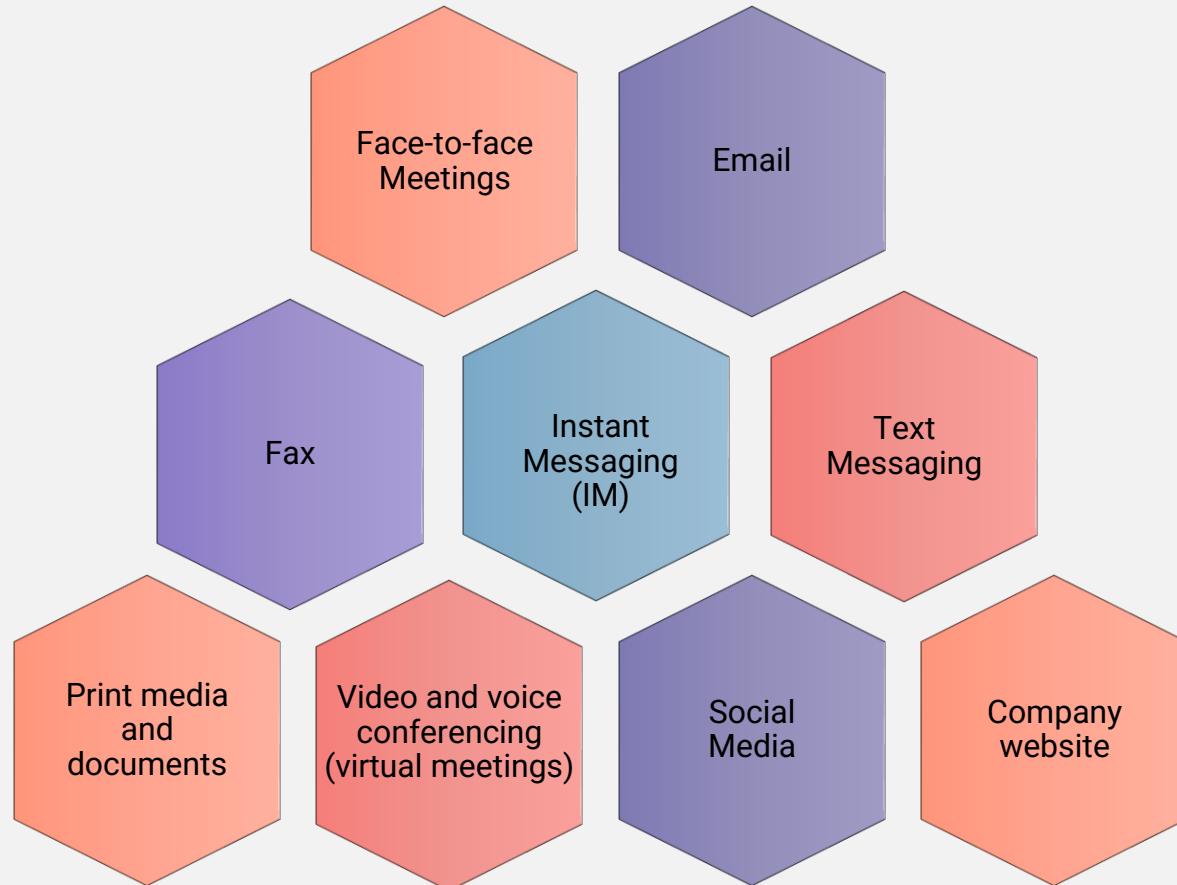


Communication Requirements Analysis

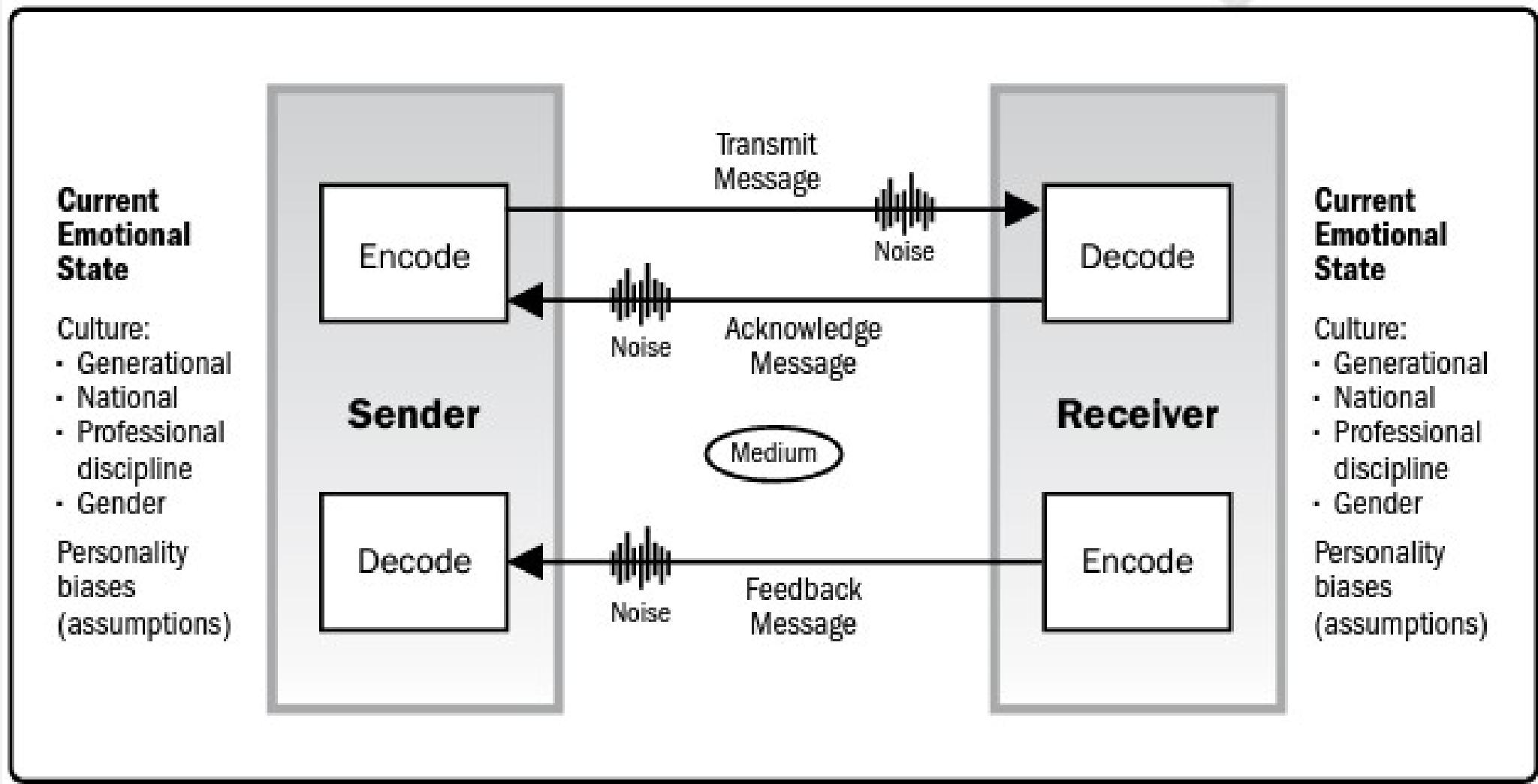
- ✓ Leads to a clear articulation of the **stakeholders' communications needs**.
- ✓ Enables **effective choices** regarding the technologies to be recommended.
- ✓ Takes the form of a **grid, questionnaire** or **survey** that documents the communications and technology requirements for each stakeholder.

Manage Communications, LESSON 3, TOPIC C

Communication Types



Communication Model



Sender-Receiver Model

Manage Communications, LESSON 3, TOPIC C

Communication Methods



Interactive

Feedback

- ✓ Communication is a **two-way street**.
- ✓ Both **critical** and **affirming** feedback are key.
- ✓ Feedback **can be positive** if received and understood as intended.
- ✓ Feedback can be negative because of misunderstanding.
- ✓ No feedback provides an implicit acceptance of the message by the receiver.
- ✓ **Effective feedback** is clear, specific, and offered in a timely manner.



Manage Communications, LESSON 3, TOPIC C

GUIDELINES

Effectively Manage Communication

Manage
Communication
s, LESSON 3,
TOPIC C

- Gather and distribute contact information for all involved parties.
- Determine the **communication needs** of project stakeholders.
- Tailor amount of **detail and frequency** to recipient needs; project team members may require more detail on a more frequent basis. Senior management typically requires summary information on a less frequent basis.
- Analyze the value to the project of providing the information.
- Evaluate any constraints and assumptions to determine their possible impact on communication planning.
- Determine the **appropriate communications technologies** to use for communicating project information.
- Ensure your communications management plan includes all key elements.
- Integrate the communications management plan into the project plan.
- **Distribute** the plan to project stakeholders.





Engage Stakeholders

TOPIC D

Deliverables and Tools



Stakeholder Register

Stakeholder Engagement Plan

Work performance information
assessment



Organizational Process Assets

Expert judgment

Meetings

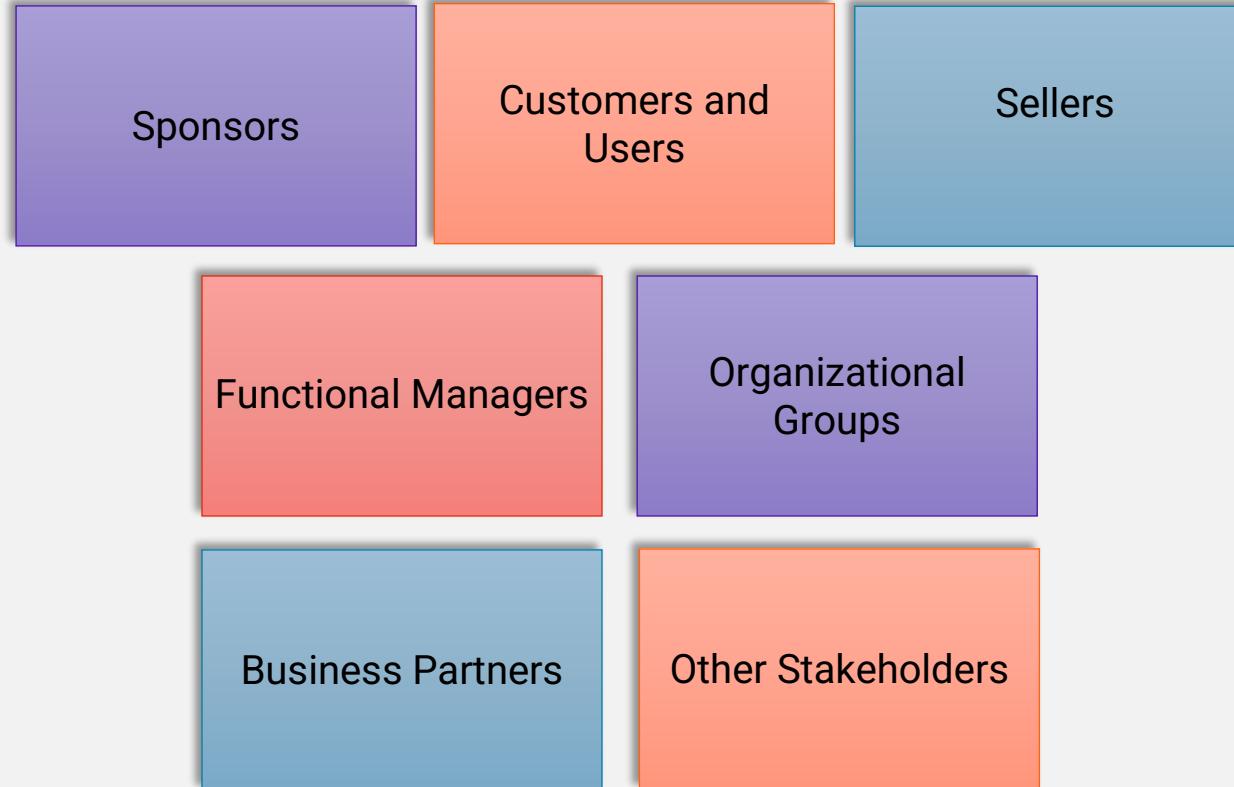
Power or Influence vs. Impact Grid

Interpersonal skills

Management skills

Stakeholder Register

Stakeholder Categories



Stakeholder Register

- ✓ Main output of the Identify Stakeholders process.
 - ✓ Includes, but is not limited to:
 - Identification information** - Name, position, contact details, etc.
 - Assessment information** - Major requirements, expectations, influence on project outcomes, primary involvement
- Stakeholder classification -**
- Internal, external
 - Impact/influence/power/interest
 - Upward/downward/outward/sideways



Stakeholder Engagement Strategy



Engage Stakeholders, LESSON 3, TOPIC D

Stakeholder Engagement Assessment Matrix - Example

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				C	D

C = Current engagement level

D = Desired engagement level

GUIDELINES

Develop, Execute, and Validate a Strategy for Stakeholder Engagement

- Review the Project management plan, Stakeholder register, EEFs and OPAs
- Use tools and techniques such as expert judgment.
- Hold meetings with experts and the project team.
- Use analytical techniques to classify stakeholder engagement levels.
- Document the stakeholder engagement plan.

Engage
Stakeholders,
LESSON 3, TOPIC
D





Create Project Artifacts

TOPIC E

Deliverables and Tools



No specific deliverables



No specific tools

Artifacts vs. Deliverables and Project Documents

Artifacts

Project teams create artifacts during project work; these facilitate management of the project.

Project Documents

are integral documents for a project; they define and support the work of the project. They are regularly updated by project management processes.

A Deliverable

is any unique and verifiable product, result, or capability (tangible or intangible) to perform a service, that is required to be produced to complete a process, phase, or project.

Project Artifact



Artifacts enable reconstruction of the history of the project and to benefit other projects.

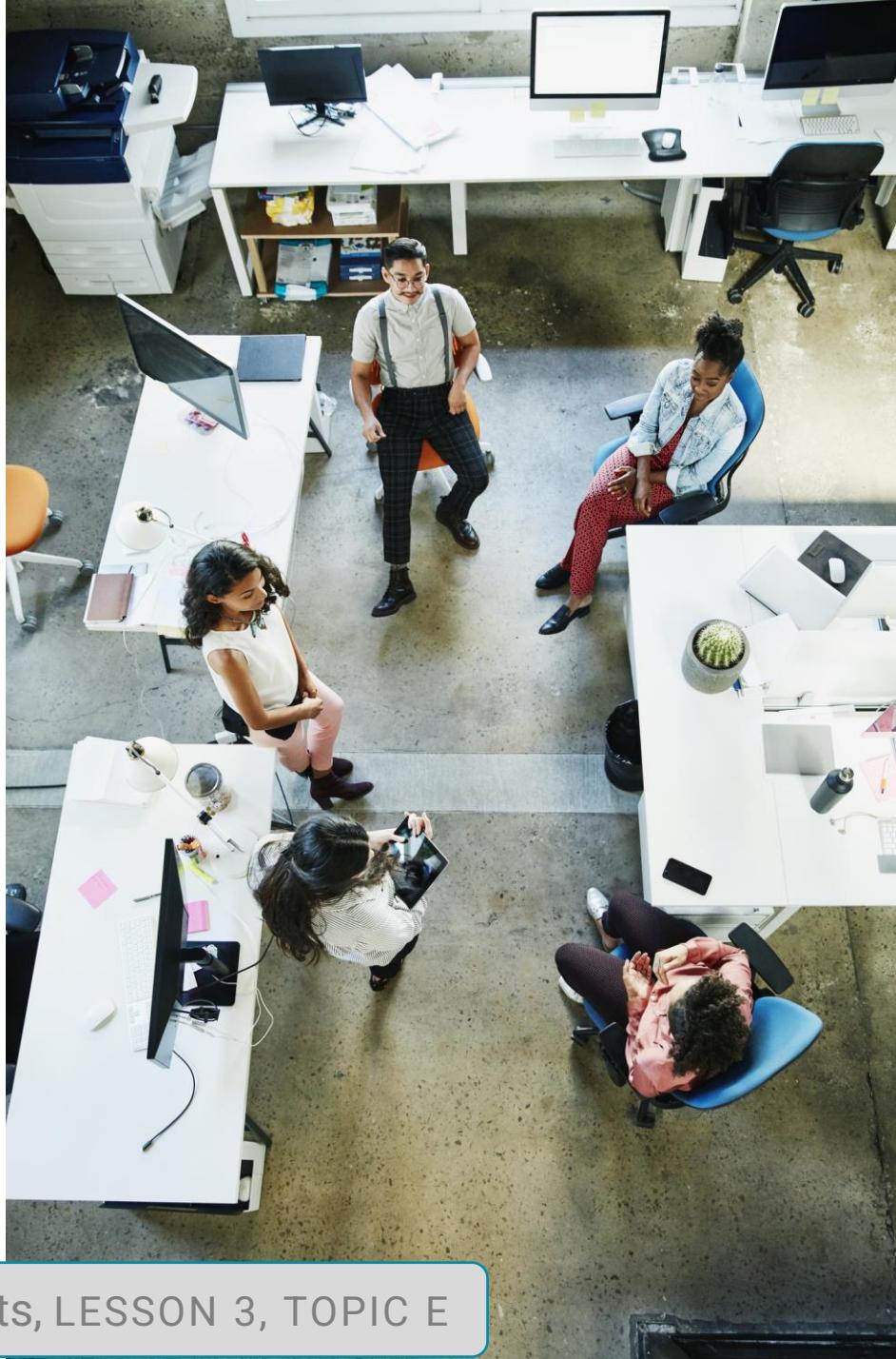


Project teams create and maintain many artifacts during the life of the project.

Project Artifact Examples

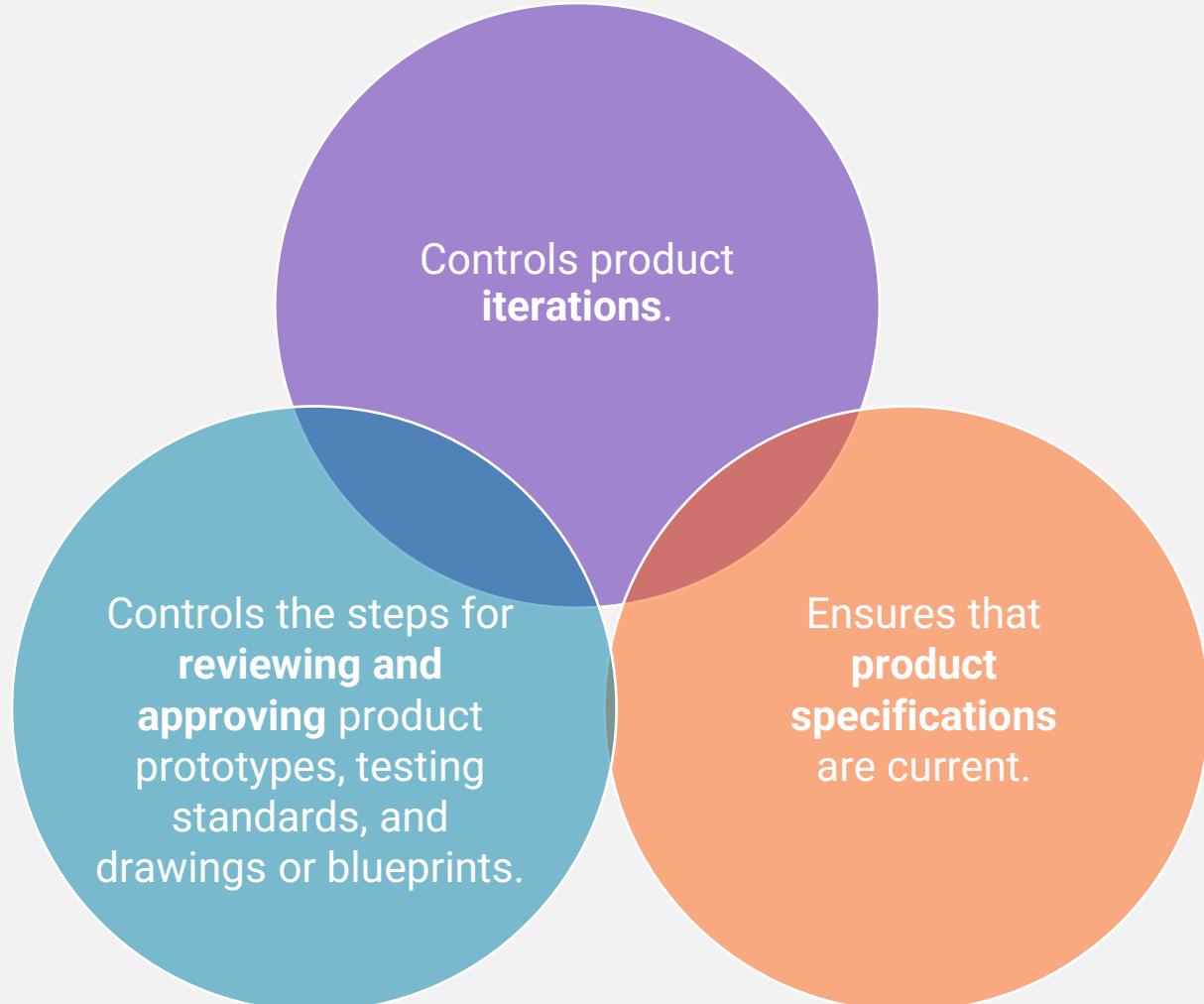
Project artifacts might include:

- ✓ Acceptance Criteria
- ✓ Assumptions
- ✓ Business Case
- ✓ Change Requests
- ✓ Constraints
- ✓ Lessons learned
- ✓ Minutes of status meetings
- ✓ Project Charter
- ✓ Slide decks
- ✓ Requirements
- ✓ Scope
- ✓ Scope Baseline
- ✓ Subsidiary project management plans



Configuration Management

Create
Project
Artifacts,
LESSON 3,
TOPIC E



Version Control

- ✓ Each time a file is updated, give it a **new version number**.
- ✓ Include a **date/time stamp** and the name of the user who made the changes, providing a digital “paper trail” of the document’s history.
- ✓ Use version control for **important artifacts** such as the project management plan, the subsidiary project management plans, the scope, and other documents.





Storage and Distribution of Artifacts

- ✓ Store artifacts in an accessible location for users.
- ✓ Use a storage and distribution system that matches the complexity of the project –
- ✓ Use cloud-based document storage and retrieval systems for larger projects, especially where team members are geographically distributed.
- ✓ Typical systems may include:
 - Built-in version control
 - Document check-out and check-in
 - User-based document security
 - Automatic email notification to specified users when a document is created or edited

Create
Project
Artifacts,
LESSON 3,
TOPIC E



Project Artifact Management

An effective archive management system includes:

- ✓ A simple way to **produce** and **control** documents
- ✓ **Standardized** formats and templates
- ✓ A structured process for the **review** and **approval** of documents
- ✓ Version control and security
- ✓ **Timely distribution** of documents



Manage Project Changes

TOPIC F

Deliverables and Tools

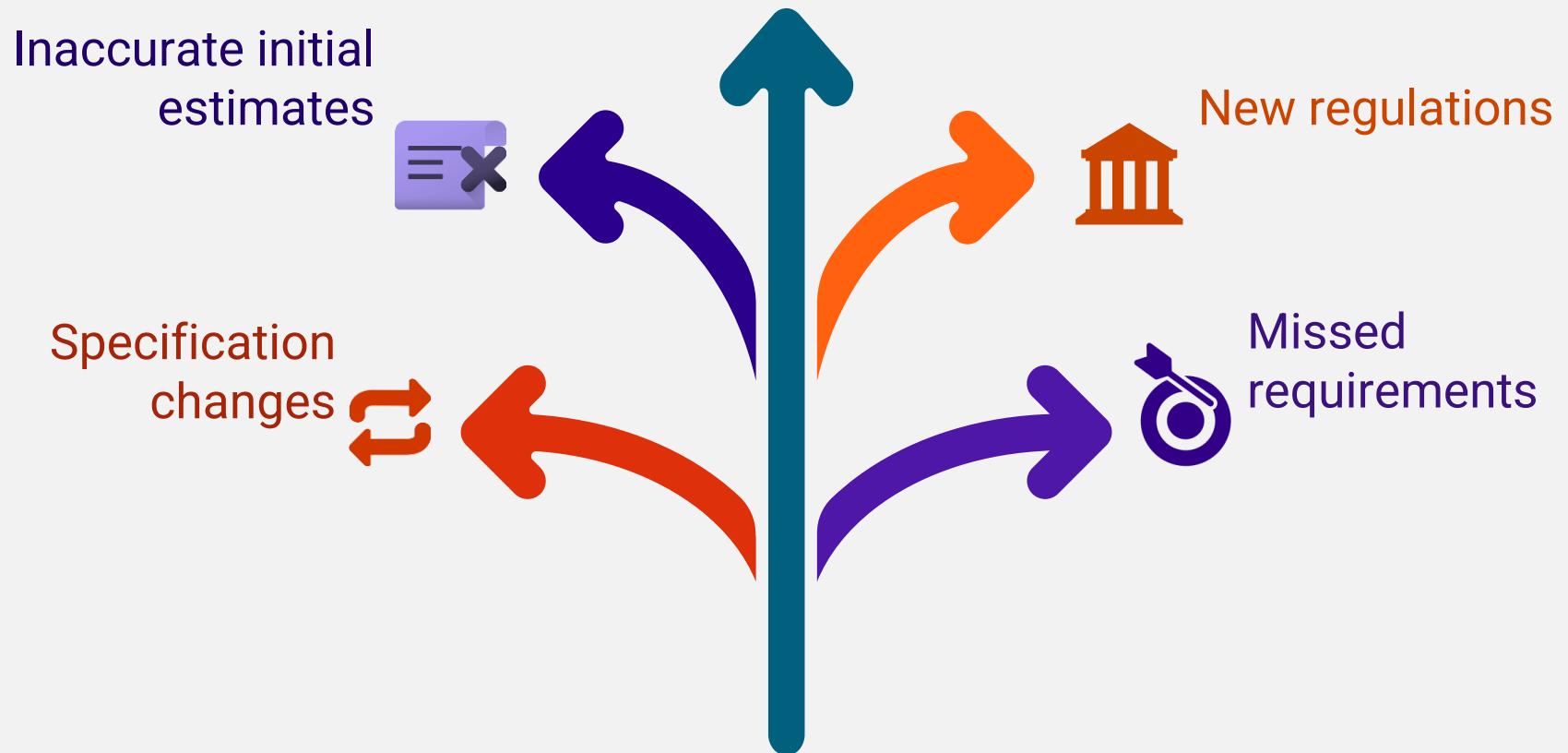


Issues Log
Risk Register
Stakeholders Register
Updated Issues Log

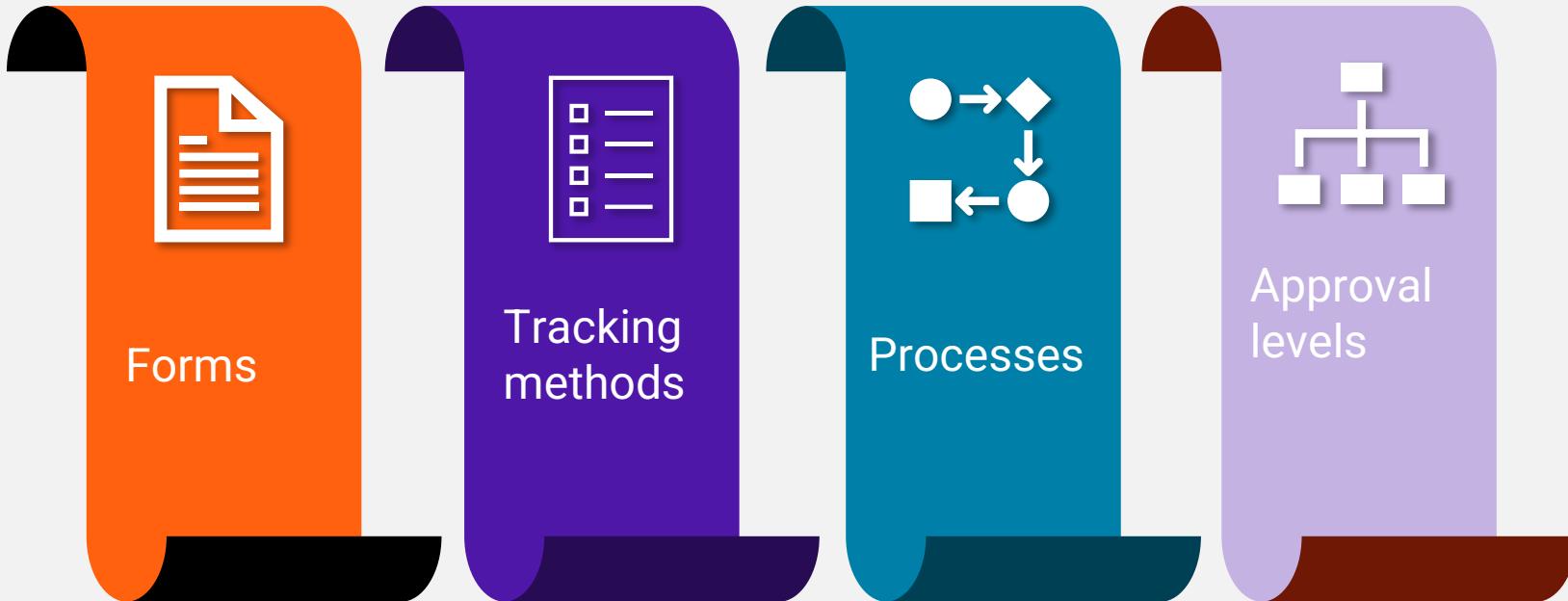


Manage and update Issues Log
PMIS
Communicate with stakeholders
Negotiate with stakeholders

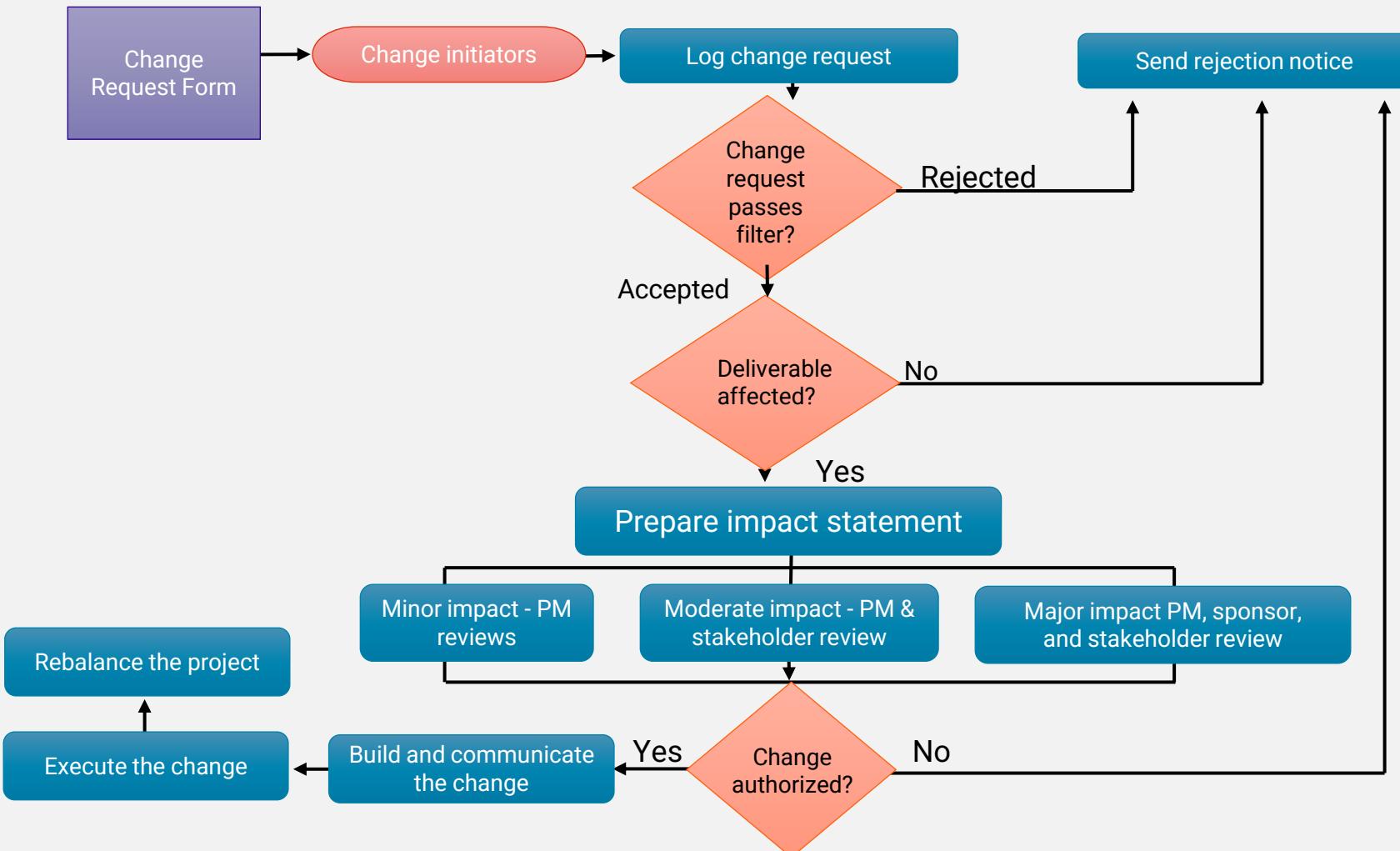
Causes of Project Changes



Change Control Systems



Change Management Process Flowchart



Manage
Project
Changes,
LESSON 3,
TOPIC F

Change Requests

Types of change requests:

Corrective action

Adjusts the performance of the project work with the project management plan.

Preventive action

Ensures future performance of the project work with the project management plan

Defect repair

Modifies a non-conformance within the project.

Update

Modifies a project document or plan.



Manage Project Issues

TOPIC G

DOING THE WORK > MANAGE PROJECT ISSUES

Deliverables and Tools



Issue log

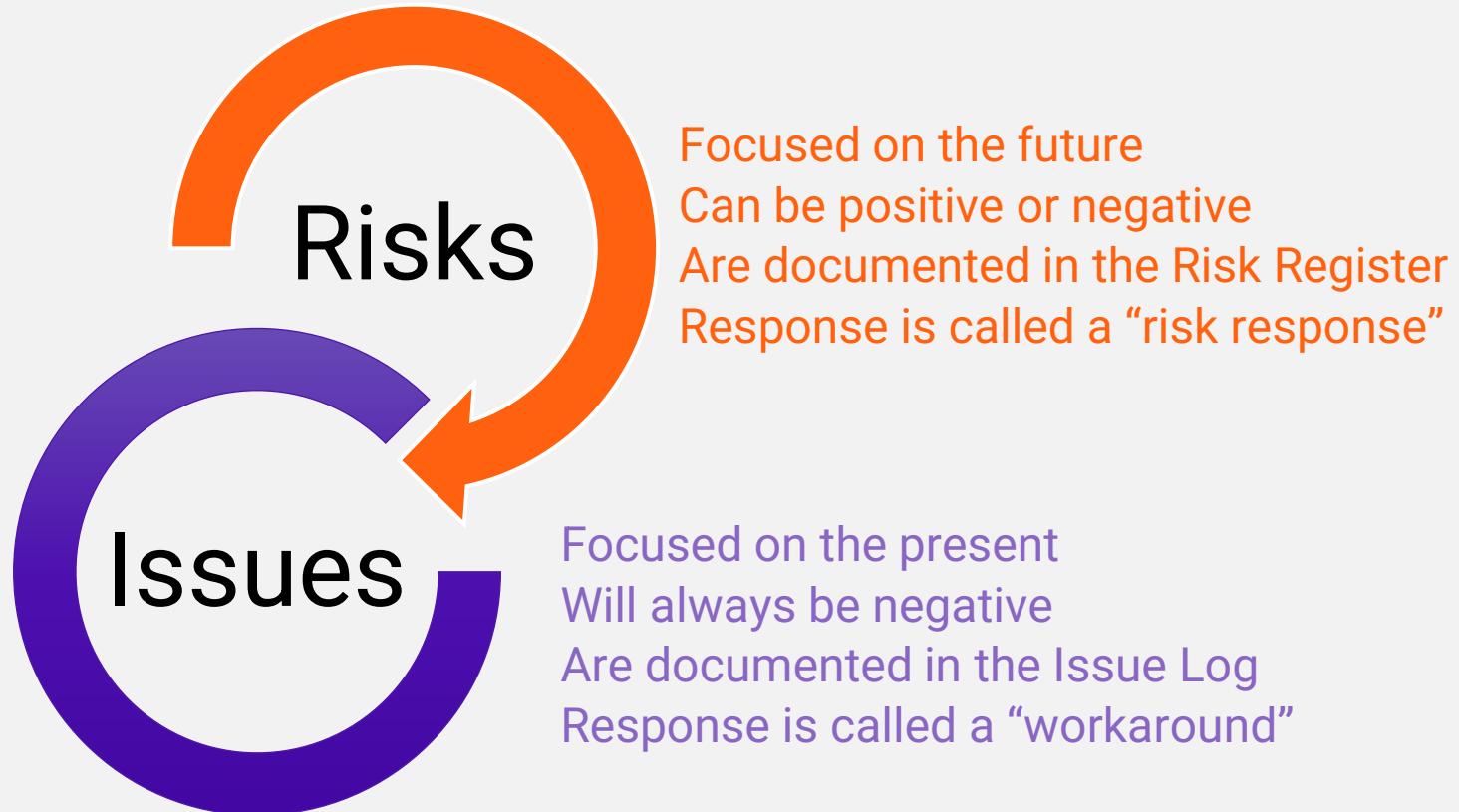


No specific tools

Issues



Risks and Issues



Issue Log

ID	Description	Opened	Due Date	Priority	Owner	Response	Status	Comments
25	Truck strike	10/15/20xx	11/01/20xx	High	R. Smith	TBD	Open	Tasks are on the critical path

Manage
Project
Issues,
LESSON 3,
TOPIC G



Use it to track problems, inconsistencies, or conflicts that occur during the life of the project and require investigation in order to work toward a resolution.

Issue Resolution

- ✓ As issues arise, promptly add them to the issue log.
- ✓ Assign an owner to each issue. The owner is responsible for tracking the progress of the workaround and reporting back.
- ✓ Give realistic due dates and make every reasonable attempt to meet it.
- ✓ Issues should be a regular topic of every status meeting.
- ✓ Limit the number of open issues to a manageable number.
- ✓ Don't hesitate to escalate an issue to the project sponsor if it begins to have a major effect on the project.



GUIDELINES

Resolving Issues

- Use your organization's Issue Log template; in the absence of one, create an Issue Log.
- Train project team members to promptly report potential issues.
- Enter the issue into the Issue Log and assign an owner and a due date.
- Monitor progress and discuss each open issue at every project status meeting.
- Develop a response (also known as a workaround) to the issue.
- Assess the impact of the response.
- Approve the response.
- Close the issue.

Manage
Project
Issues,
LESSON 3,
TOPIC G



MASTERY BUILDER

Which of the following is not a component of the Communications Management Plan?

- The initiator and receiver of project information
- The Stakeholder Register
- The collection and transfer of institutional knowledge
- The frequency of each communication

Creating a
high
performing
team



MASTERY BUILDER

Which of the following is not a component of the Communications Management Plan?

- The initiator and receiver of project information
- The Stakeholder Register
- The collection and transfer of institutional knowledge
- The frequency of each communication

Creating a
high
performing
team



MASTERY BUILDER

Which of these is a risk?

- We have determined that our schedule is not going to meet the required deadline.
- We think it is possible there will be a sale on parts and we could spend less money than we originally thought.
- There are not enough resources to complete the work on time.
- The change in the prime rate has caused our funding source to be unable to provide the money we need in the upcoming project phase.

Creating a
high
performing
team



MASTERY BUILDER

Which of these is a risk?

- We have determined that our schedule is not going to meet the required deadline.
- We think it is possible there will be a sale on parts and we could spend less money than we originally thought.
- There are not enough resources to complete the work on time.
- The change in the prime rate has caused our funding source to be unable to provide the money we need in the upcoming project phase.

Creating a
high
performing
team



MASTERY BUILDER

Which of the following is a good example of mitigating the probability of the risk of becoming overcome with smoke on a project?

- Install smoke detectors.
- Install fire-proof components.
- Hire another company to do the part of the work that could result in the fire.
- Keep the phone number of the fire department handy.

Creating a
high
performing
team



MASTERY BUILDER

Which of the following is a good example of mitigating the probability of the risk of becoming overcome with smoke on a project?

- Install smoke detectors.
- Install fire-proof components.
- Hire another company to do the part of the work that could result in the fire.
- Keep the phone number of the fire department handy.

Creating a
high
performing
team



DAILY BOOTCAMP SURVEY

Please share your thoughts.

At the end of each Bootcamp session please let us know how we are doing. Your feedback helps us to offer the best possible Bootcamp experience.

Thank you for attending Session 1!