PMP® EXAM PREP
PMI Authorized
Training Partner
BOOTCAMP
Session 1

Attendance Alert
Percipio Users: Name is based on your information in Percipio
Using Zoom: Enter your first and last name

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

Your Instructor

Orlando Sequera, MSPM, PMP®

www.linkedin.com/in/orlando-sequera-mspm-pmp®-pmi-acp-dasm-dassm-psm-3414478

Orlando Sequera is a certified Project Management Professional (PMP)®, Disciplined Agile Scrum Master (DASM)®, and PMI Agile Certified Practitioner (PMI-ACP)® with over 15 years experience in IT and Aerospace.

Most recently, he managed software development projects for the Artemis program with NASA to land the first woman and the next man on the Moon.

Orlando received his Bachelor's degree in Systems Engineering from Universidad Santa Maria – Venezuela and his Master's degree in Project Management from Boston University.

Your Instructor

Susan Daniels, MBA PMP DASSM ATP-I

linkedin.com/in/susandanielspmp

Program Director
Project Mgmt. graduate degrees

Sr. Strategy Integrator
a $12 billion enterprise in the healthcare field

Executive Director
a multimillion-dollar social services agency

PMI Global Consultant
- Certification Requirements Global Taskforce
- 7th edition PMBOK Standards
- PMP Core Curriculum Co-author
- Northeast Florida Chapter Board of Directors

Your Instructor

Priscilla Bakx-Kabai

Go ROHO: www.goroho.com
priscilla.bakx-kabai@goroho.com

www.linkedin.com/in/pkabai

Priscilla is **passionate about people and projects**. She is an **Authorized Training Partner Instructor (ATP-I)** of the Project Management Institute (PMI), and a certified **Mindset Coach** and **Change Facilitator** by The Arbinger Institute.

She is the **Founder and CEO** of **Go ROHO**, a Netherlands based organization that offers **VPMO (Value Project Management)** and **Consultancy Services** that are founded on a People First Mindset.

Go ROHO stands for **Go Reach One Help One**. This embodies Priscilla's professional vision: **helping individuals thrive**! Three words that best describe her way of working are **Engagement**, **Communication**, and **Teamwork**.

Target Audience

This Exam Preparation Bootcamp is designed for:

- Anyone preparing to take their PMP exam and need their 35 contact hours for their PMP application.

This Bootcamp is not designed for:

- Anyone preparing for the CAPM exam.
    - Please check with your Training Coordinator for the Skillsoft CAPM training. Percipio users can find this training in the CAPM channel and can use the CAPM self-paced courses for their 23 contact hours for their CAPM application.

    - Note: Some of the topics in this training may be aligned to the CAPM exam objectives including some topics from the PMBOK Guide 7th Edition and Agile Practice Guide. The Business Analysis Framework topics are not covered in this Bootcamp.
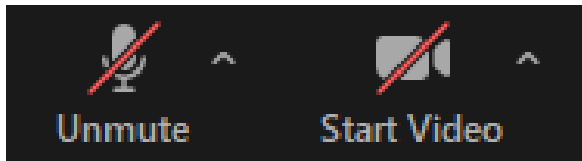
Scheduled Breaks
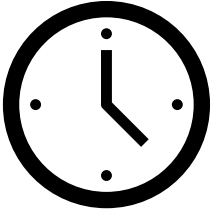
Session	Periodic breaks

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

Ways to Participate in a Webinar
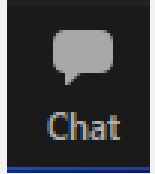
We are saving everyone's bandwidth usage by disabling cameras and microphones
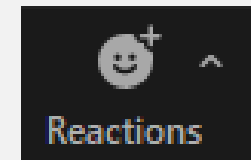
Find the Chat option in your Zoom command bar

Change the To: choice in the blue box to everyone.
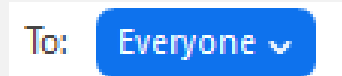
Explore the Reactions option in your Zoom command bar

This is a fun way to provide quick and easy feedback

Using Zoom: Chat vs. Q&A

Please use the **Chat** for:
- Salutations before the session starts
- Once the session starts the chat may be closed throughout the session to minimize disruptions and provide important information. The instructor may open the chat during the session at their own discretion and if it doesn't get distracting
- The chat will be opened periodically to respond to the instructor's questions

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 and questions on lecture points, if not answered by instructor
- The Q&A will be open and closed throughout the session to allow us to address questions/issues

Please be very patient, the support team responds to many inquiries per session.
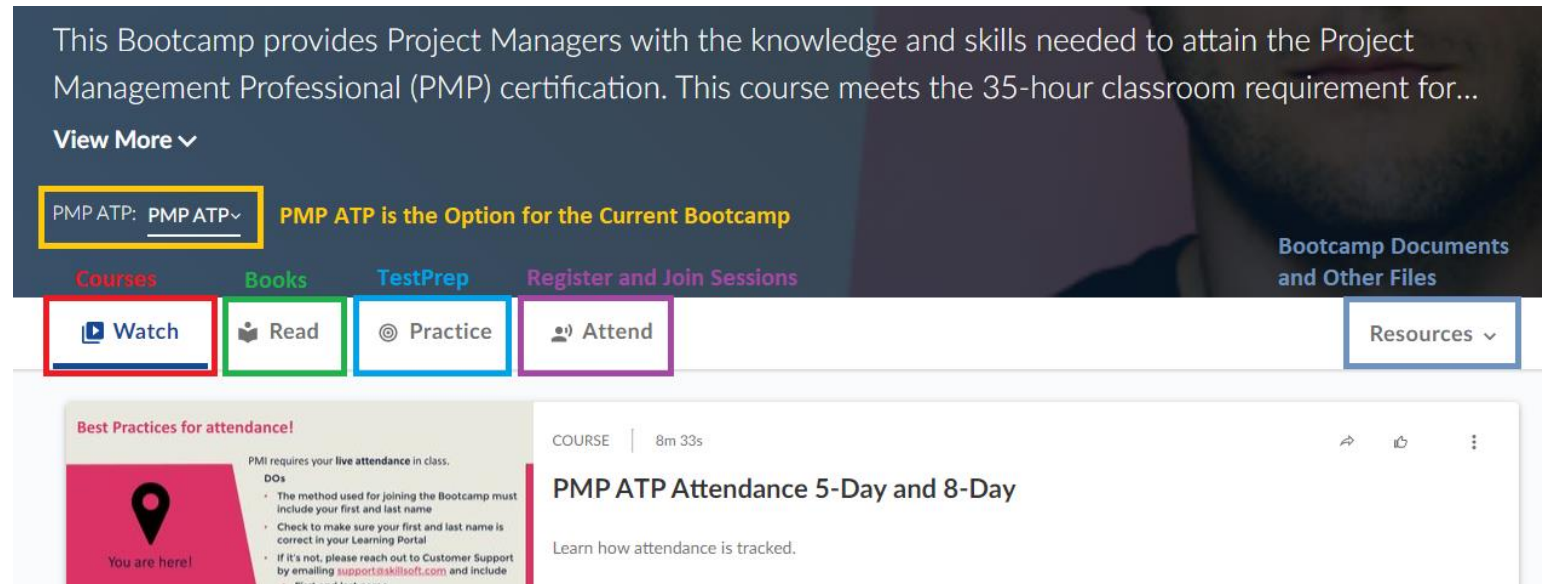
Accessing Your Bootcamp Resources – Percipio Users

Check Your Specific Bootcamp Channel for Your Resources

- Project Management Professional (PMP) ATP Bootcamp: **5 Day Cohort**

- Project Management Professional (PMP) ATP Bootcamp: **8 Day UK Cohort**

- Project Management Professional (PMP) ATP: **8 Day NA Cohort**

- Project Management Professional (PMP) ATP: **8 Day Australia Cohort**

If you are part of the O2O program, and you are not sure how to find your resources in Percipio, please check with your O2O advisor about locating your resources.

Accessing Your Bootcamp Resources – All Other Users

Check Your Learning Portal for any Available Courses, Books or TestPrep exam

Check the Specific GitHub Link for Your Bootcamp Documents and Other Files

- Attending a 5-Day Bootcamp

- https://github.com/Skillsoft-Content/PMP5Day

- Attending an 8 Day Bootcamp

- https://github.com/Skillsoft-Content/PMP8Day

📁 5-Day Attendance and Certificates of...	Add files via upload	5 months ago
📁 Class Links	Add files via upload	7 months ago
📁 Documents (Syllabus, Exam Content ...	Create Placeholder	4 months ago
📁 JanAudioText	Delete Placeholder	5 months ago
📁 Lunch Break Videos	Add files via upload **5-Day Current Bootcamp docs and other files**	5 months ago
📁 MayAudioText	Delete Placeholder	3 months ago
📁 PMI Slide Deck Videos	Delete Open Word Doc Location PMI Videos	3 months ago
📁 PMP Learner Kit Information	Delete PMP ATP Learner Kit Info Jan 6 2023.pdf	7 months ago
📁 QA	Add files via upload	2 weeks ago
📁 Slide Decks	Add files via upload	2 weeks ago
📁 Vocabulary	Delete Project Documents.png	2 weeks ago

📁 8-Day Attendance and Certificates of...	Add files via upload	5 months ago
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📁 Documents (Syllabus, Exam Content ...	Add files via upload	4 months ago
📁 PMI Slide Deck Videos	Delete Open Word Doc Location PMI Videos	3 months ago
📁 PMP Learner Kit Information	Delete PMP ATP Learner Kit Info Jan 6 2023.pdf	7 months ago
📁 QA	Delete test.txt **8-Day Current Bootcamp Docs and other files**	2 weeks ago
📁 Slide Decks	Delete Placeholder.txt	5 months ago
📁 Vocabulary	Delete Placeholder	7 months ago

Logging In with Correct Name for Attendance

Joining from your Learning Portal:
- Check your first and last name is correct in your Learning Portal.
  If it is not visible in your learning portal,
  - Check a **course completion certificate** (if available) or
  - Ask the **Admin** within your training organization.
    - If you don't know whom that person is, please reach out to Skillsoft Support at **support@skillsoft.com** to see if they can provide their contact details.

Joining through Zoom:
- If you join through Zoom using the Desktop Client or Phone App, please use a Zoom account that has your First and Last Name.
- If you join through the browser link, please enter your First and Last Name when prompted.

Issues With Staying Connected

Disconnecting from Percipio or Skillport on a regular basis?

- Please contact Customer Support directly
  https://support.skillsoft.com/bootcamps for assistance.

- Ask for the Zoom details in the session through the Q&A to join directly through Zoom as a backup (good for all sessions in your Cohort).

- No need to let us know you have rejoined the session after being disconnected or that you have missed time. These messages will be dismissed if you have no question.

- Review the instructions in the PMP Bootcamp **Attendance Tracker.docx** file located in GitHub and Percipio to track the minutes you missed during the session for whatever reason and the dates you made up missed sessions.

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 8 Day Bootcamp – **You are allowed to miss up to two sessions if you make up the sessions by watching their replays.**

- A **missed session means** you are logged out of a session for **more than 15mins**.

- If you miss more than 15 mins at any time (including during breaks) beyond the two sessions allowed, you will need to make it/them up by attending the live session(s) in a different 8-day cohort*.

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

IN CASE OF ABSENCE

You can access a replay online for a previous session by following these steps 24 to 48 hours after the session ends.

Step 1. Go to: https://github.com/Skillsoft-Content/PMPReplay

Step 2. Click on the PMP Replay Zoom Links file for the year you attended the Bootcamp. And then click the Download option.

Step 3. When the file opens, and you are prompted enter the following password. Those are zero's not the letter O. The password is case sensitive.

pmpB00tcampReplay!

Step 4. Locate the worksheet that corresponds with the Cohort you attended and use the provided link and passcode on the worksheet to access the Replay through your browser.

Note: The password to open the Excel file is NOT the passcode to access the replay.

*Replays will be available for 1 year. They are not available for download.

NO LIMIT FOR REPLAYS:

For the Bootcamp you are attending, there is no limit on accessing the replays for study purposes.

©2

Attendance Tracker

- Check your Bootcamp documents for the **Attendance Tracker.docx** file that explains manually tracking your attendance (Percipio and Non-Percipio Users) and how to get your Official Certificate.

- **Percipio Users:** Check the Resources tab to the right of Attend tab in your Bootcamp channel to select it and download it to your computer.

- **All Users:** Select the file .docx file from the 8-Day Attendance and Certificates of Completion Info folder in GitHub, click the Download raw file icon, open the file on your computer, and manually add the details.

- https://github.com/Skillsoft-Content/PMP8Day

IMPORTANT: The **Attendance Tracker.docx** file has multiple pages but is relatively short with examples. There is only one table to fill in. This file after filled in will need to be uploaded when "manually" requesting your certificate, which will be discussed next.

Important Information: Official Certificate

Percipio Users: To help ensure Percipio auto-generates the certificate at the end, always login through Percipio, even if you are simultaneously logged in through Zoom directly as a backup.

Your certificate will not auto-generate/be displayed after the last session ends, if the following situations happen:

- You don't log into the Bootcamp through Percipio for one or more sessions.
- You miss too much time in one or more sessions. So, barring technical issues, stay logged into each session through Percipio.
- Your certificate will not display if your organization turns off the ability to see certificates.

Non-Percipio Users and **Percipio users** who don't have the certificate auto-generated/displayed, you will need to manually request your official certificate.

All Users: For information on how to get your certificate, please review the instructions in your **Attendance Tracker.docx** file from Percipio and/or GitHub.

PMP® Learner Kit (aka PMI Authorized PMP Exam Prep course)

- Please note that each learner that intends to use this PMP training on their PMP application for their 35 hours must have their own Learner Kit before they submit their application to PMI.

- The Learner Kit can only be acquired through Skillsoft and redeemed through PMI. Please contact your corporate training staff first to see if they will provide you access to the PMP Learner Kit and if they have any requirements before given access. Please note if do not your corporate training staff's contact details, please ask the Skillsoft Customer Support Team if they can assist https://support.skillsoft.com/contact.asp

- If your organization isn't providing you access or you have an individual subscription to Percipio, you can purchase one using this URL: https://www.skillsoft.com/pmp-voucher-offering

- After your organization provides you access OR if you purchased it on your own, you should receive an invite email from support@pmi.org. Click on the invite link in the email and follow the process to add your course.

- Once you go through the process log into your PMI account at https://pmi.org and click your name in the upper right-hand corner. You will see a course added called "PMI Authorized PMP Exam Prep". That is what we refer to as the PMP Learner kit.

Project Management Institute.

You're invited to the SkillSoft Corporation Partner Platform, brought to you by PMI!

Hello!

You've been invited to participate in SkillSoft Corporation's PMI Partner Platform! By joining, you'll get access to PMI products and benefits on behalf of SkillSoft Corporation.

Access the link below to login/register and get started!

Invite Link

If you need assistance or guidance please refer to our Learner Guide, and if further support is needed reach out to your administrator.

Enjoy!

-PMI Business Team

18 Campus Blvd, Suite 150, Newton Square, PA 19073-3299 USA

Contact Us 24/7

Videos to Watch

We recommend watching the following videos in between the 1st and 3rd sessions, which can be accessed through Percipio or GitHub (All users).

- **Percipio Users:**
  - PMP ATP Certificates of Completion (7:39 run time)
  - PMP ATP Learner Kit Information (5:16 run time)

- **All Users:**
  - Certificates of Completion (7:38 run time)
  - PMP ATP Learner Kit Information (5:07 run time)

# PMI®
AUTHORIZED
PMP® EXAM
PREP COURSE

Version 3.2 | 2023 Release
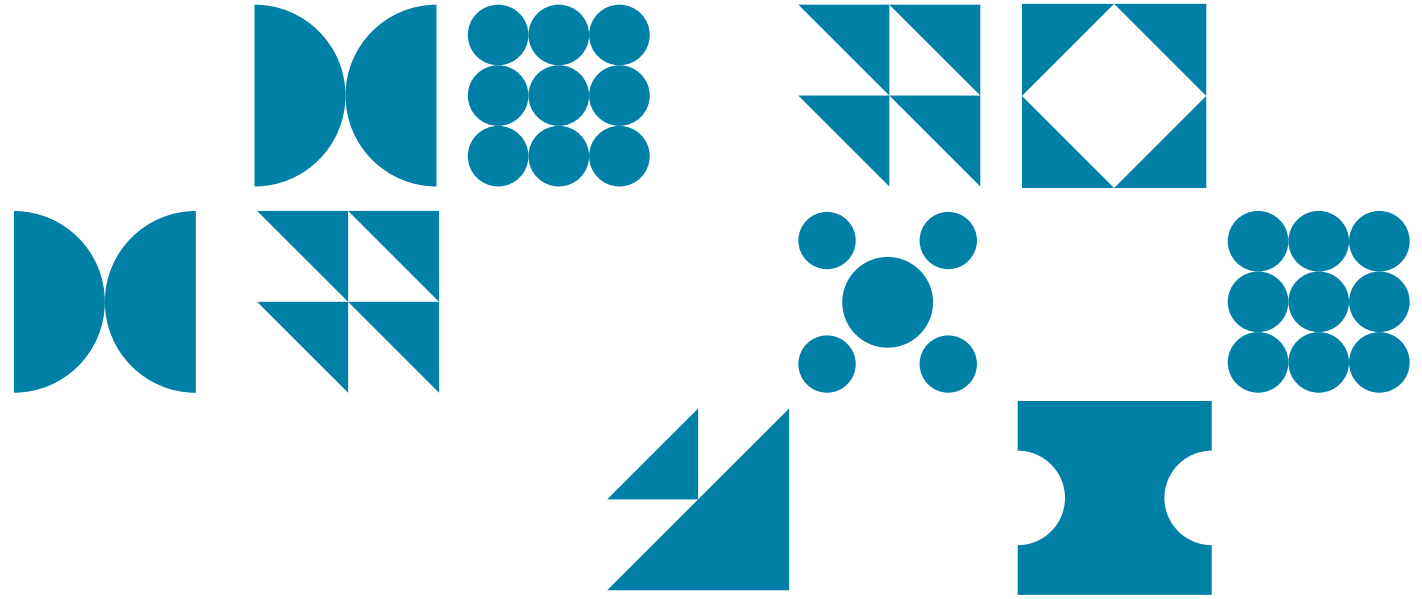
Welcome

Thank you for joining the PMI® Authorized PMP® Exam Prep course.

If you've earned your CAPM® certification with us, welcome back!

Or if you're coming from another project management background, certification
or work experience, we are pleased to welcome you to PMI's community of learning.

We are proud of our 50-year history of peer-to-peer learning and membership and wish you
the best of luck as you undertake your PMP® exam preparations.
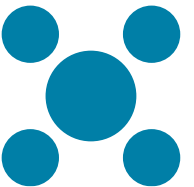
You, Getting Certified

- Four-year degree

- 36 months leading projects

- 35 hours of project management education/training
or CAPM® certification

— **OR** —

- A high school diploma or an associate's degree
(or global equivalent)

- 60 months leading projects

- 35 hours of project management education/training or CAPM® certification

The Project Economy

The Project Economy backs the most important work all over the world.

No matter where you are, learning our core principles means you have a guided, lifetime practice in project management.
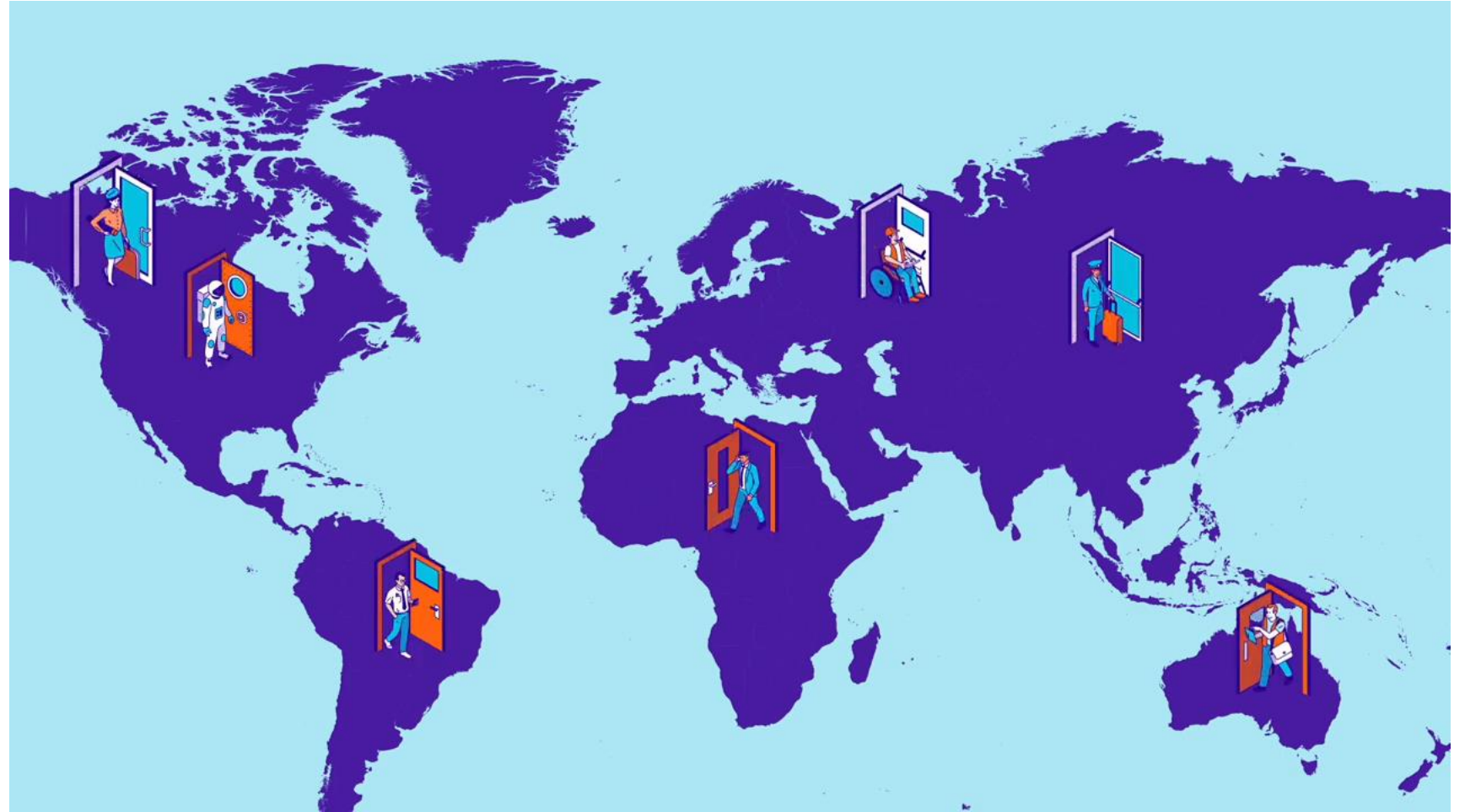
The PMP® Certification Exam

The PMP® exam includes content that spans the value delivery spectrum, including **predictive**, **adaptive** and **hybrid** approaches. It was updated in 2021 to reflect the fuller complement of skills and approaches found in our dynamic and global profession.

Just like the sides of the PMI Talent Triangle®, we focus on three performance domains in project management:

People | Power Skills – 42%

Process | Ways of Working – 50%

Business Environment | Business Acumen – 8%
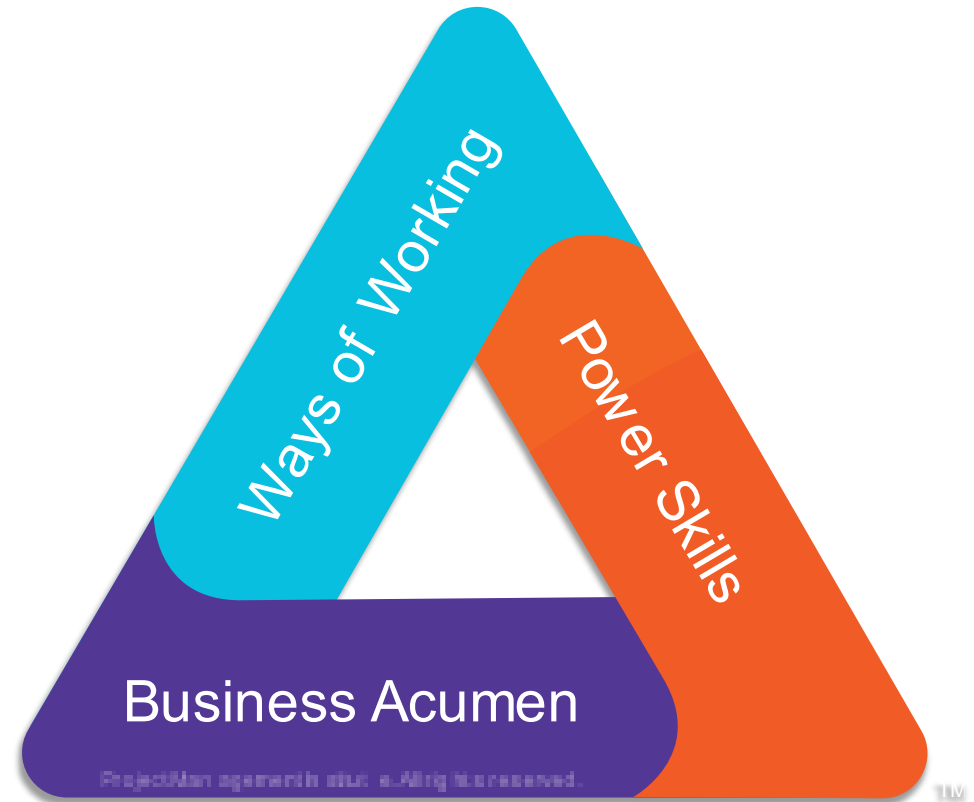
Learning Topics

The learning topics in this training come directly from the PMP® exam content outline (ECO). The ECO is the basis for the PMP® exam.

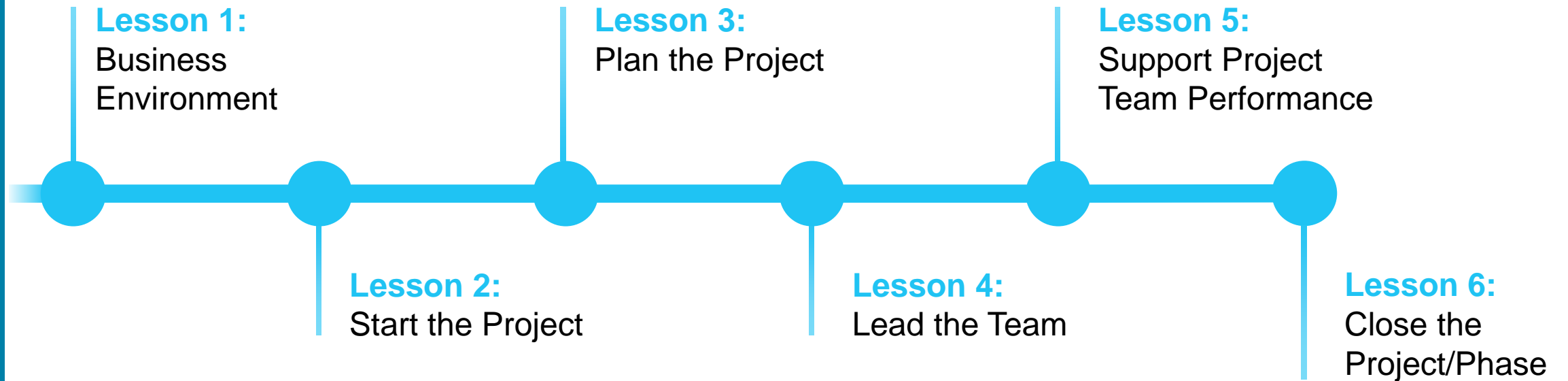The relevant ECO content appears at the end of each topic, for your reference.

The ECO was created by a global selection of PMI members who hold the PMP® certification and work in diverse industries. It includes what they think you need to know to do the job, including experience and broader business concepts.

The PMP® Exam Format

- 180 questions

- 230 minutes to complete the exam

- Two optional 10-minute breaks for computer-based (online-proctored) tests, including center-based tests; paper-based exams have no breaks

- Questions are multiple-choice, multiple response, matching, hotspot and fill-in-the-blank
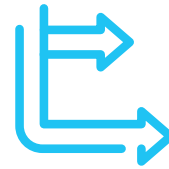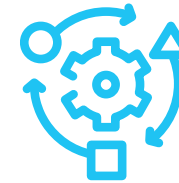
Contents

Lesson 1:
Business Environment

Lesson 2:
Start the Project

Lesson 3:
Plan the Project

Lesson 4:
Lead the Team

Lesson 5:
Support Project Team Performance

Lesson 6:
Close the Project/Phase
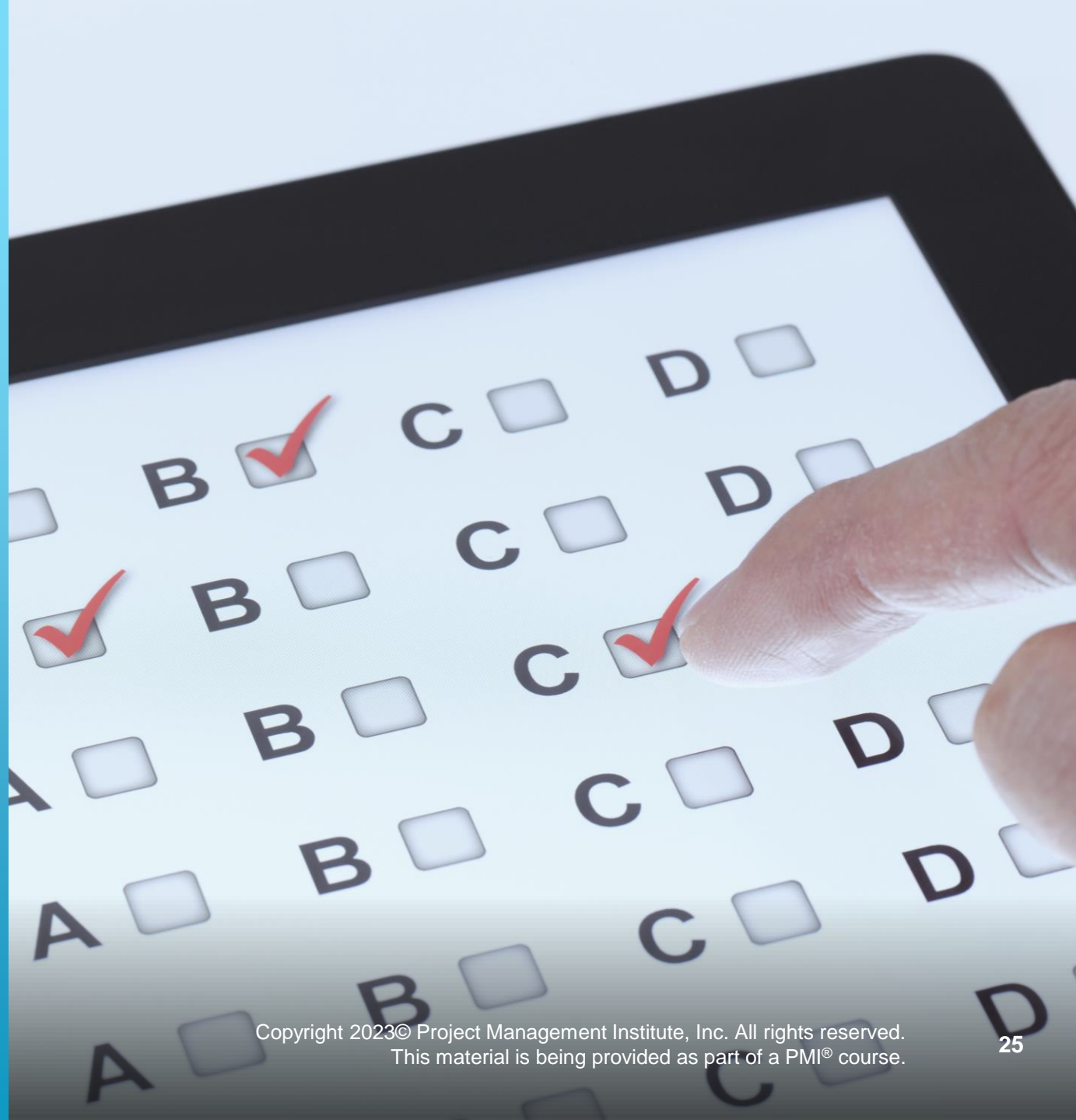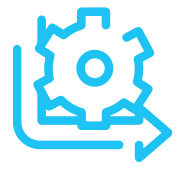
About This Course

Life cycle icons: To help highlight and differentiate concepts typical or unique to a certain life cycle, we use the corresponding icon:

Predictive

Adaptive

Hybrid

Other icons

Important

Interactive

Use Expert Judgment

Tools / Techniques

Question

Discussion

Note

Project management terminology: A course glossary is included as a PDF file. Your instructor may show definitions from the glossary on slides during the course.

Example: **Project Management** | *Defined words are* **colored** *or an asterisk (*) is placed next to them.*

Definition Slider

Project Case Study:
Student Resource

SHAWPE
—INDUSTRIES—

Meet our **project manager, Ang Fen** and interact with him, the project team and stakeholders!

This is an immersive, fictional scenario of a hybrid project which includes review and reinforcement of project management concepts and practice exam questions.
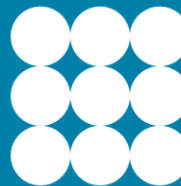
Shawpe Lifestyle Centre (SLC) Project

The project team will develop and build a "lifestyle centre" in the historic Oasestown district, including design and occupancy of retail and community spaces

- Funding partner: Oasestown Municipality
- Development partner: Oases Architects
- US $7 million initial capital budget
- 36-month timeline

Let's Get to Work!

Mapping this course to the Student Workbook

	Business Environment Lesson 1	Start the Project Lesson 2	Plan the Project Lesson 3	Lead the Project Team Lesson 4	Support Project Team Performance Lesson 5	Close the Project/Phase Lesson 6
Topic A	**(1A) Foundation**	(2A) Identify and Engage Stakeholders	(3A) Planning Projects	(4A) Craft Your Leadership Skills	(5A) Implement Ongoing Improvements	(6A) Project Phase/Closure
Topic B	**(1B) Strategic Alignment**	(2B) Form the Team	(3B) Scope	(4B) Create a Collaborative Project Team Environment	(5B) Support Performance	(6B) Benefits Realization
Topic C	**(1C) Project Benefits and Value**	(2C) Build Shared Understanding	(3C) Schedule	(4C) Empower the Team	(5C) Evaluate Project Progress	(6C) Knowledge Transfer
Topic D	(1D) Organizational Culture and Change Management	(2D) Project Approach	(3D) Resources	(4D) Support Team Member Performance	(5D) Manage Project Issues and Impediments	
Topic E	(1E) Project Governance		(3E) Budget	(4E) Communicate and Collaborate with Stakeholders	(5E) Manage Project Changes	
Topic F	(1F) Project Compliance		(3F) Risks	(4F) Training, Coaching and Mentoring		
Topic G			(3G) Quality	(4G) Manage Conflict		
Topic H			(3H) Integrate Plans			

LESSON 1

BUSINESS ENVIRONMENT

- Foundation
- Strategic Alignment
- Project Benefits and Value
- Organizational Culture and Change Management
- Project Governance
- Project Compliance

Version 3.2 | 2023 Release

Learning Objectives

- **Define 'project' and how it relates to the larger discussion of project management.**

  - **Discuss the different types of organizational structures and how they relate to your project's management.**

  - **Discuss the principles of project management.**

  - **Discuss the principles of agile and how they relate to your project's management.**

- **Discuss strategic alignment and its elements.**

  - **Explain the impact of business factors on strategic alignment.**

  - **Determine how projects align with business strategy.**

- **Identify types of business value.**

- Describe change management theory and its relation to organizational change.

- Define and discuss project governance.

- Explain project compliance and its importance.

Foundation

TOPIC A

Project

A **project**:

- Creates a unique product, service or result

- Is time-limited

- Drives change

- Enables value creation for a business or organization

Project success depends on:

- Organizational project maturity

- Project manager effectiveness

- Funding and resource availability

- Team member skill levels

- Collaboration and communication within the team and with key stakeholders

- Understanding of the core problem and related needs

The Evolution of Project Management

?

Can you describe, in your own words, how project management has changed during this time?

ca. 1969 – PMI founded

The application of knowledge, skills, tools and techniques to project activities to meet the project requirements

2022 - Toward a systems view

"Projects do not simply produce outputs, but more importantly, enable those outputs to drive **outcomes** that ultimately deliver value to the organization and its stakeholders."

- PMBOK® Guide - Seventh Edition

Project Management Life Cycles and Development Approaches

	Description	Key Roles	Value Delivery Proposition
	Plan-based approach: • Activities completed in a distinct or linear fashion • New phase begins only when the previous phase is completed	• **Project sponsor** authorizes project • Team led by **project manager**	• Deliverables transitioned to customer at completion • Value realized in both short and long term
	Change-based approach: • Agile, incremental or iterative development • Timeboxed cadence (iterations/sprints) or continuous flow	• **Product owner** controls value proposition • **Project team** delivers work • Process roles include **team lead**, **scrum master**, **agile coach**, **facilitator**	• Iterative or incremental delivery to customer during life cycle • Regular customer feedback cycle enables continuous development of value toward a "final" product
	Any combination of the above		

Project Management Office (PMO)*

Many large and established project-oriented organizations have a PMO, but PMOs are not a requirement for project management practice.

PMOs can be:

Supportive
- Develop best practices, methodologies, standards and templates
- Coach, mentor, train, guide project managers

Controlling
- Monitor compliance with project management standards, policies, procedures and templates via project audits

Directive
- Manage shared resources
- Coordinate communication across projects

Agile Centers of Excellence (ACoEs)
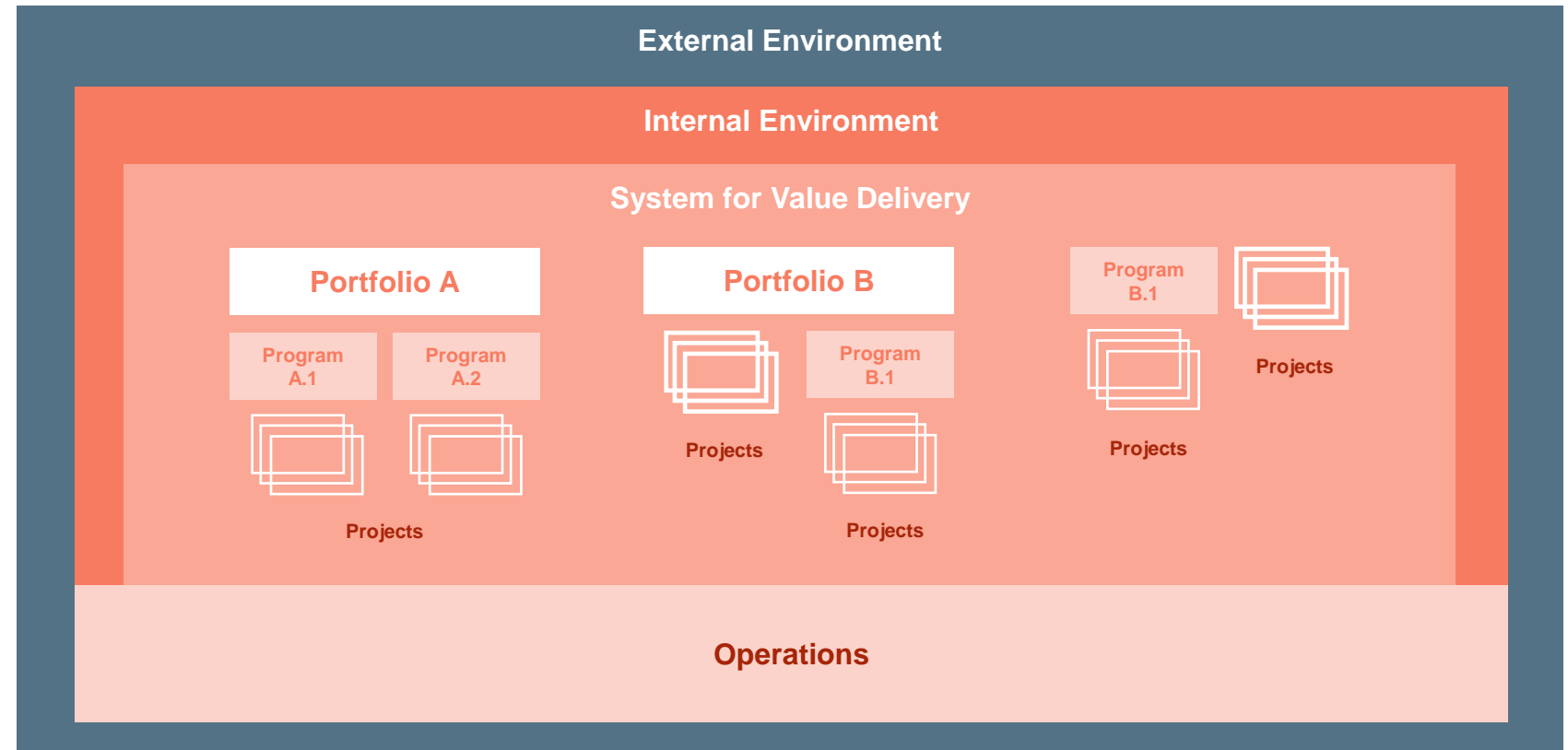*aka Value Delivery Office (VDO)*

ACoEs enable, rather than manage, project efforts:

- Coach teams
- Build agile mindset, skills and capabilities throughout the organization
- Mentor sponsors and product owners

OPM:
A System for Value Delivery

Organizational project management (OPM) – strategy execution framework that coordinates project, program, portfolio and operations management, and which enables organizations to deliver on strategy

External Environment

Internal Environment

System for Value Delivery

Portfolio A

Portfolio B

Program B.1

Program A.1

Program A.2

Program B.1

Projects

Projects

Projects

Projects

Projects

Projects

Operations

Projects, Programs, Portfolios

Portfolio Management	Collection of projects, programs, subsidiary portfolios and operations managed in a group to achieve strategic objectives	Aligns with business strategies
Program Management	Group of related projects, subsidiary programs and program activities managed in a coordinated manner to obtain benefits not available from managing them individually	Controls components and interdependencies to realize benefits
Project Management	Part of a broader program, portfolio or both	Enables achievement of organizational goals and objectives

Organizational Structures

- Functional
- Matrix
- Project-oriented
- Composite

Organizational structure and governance affects/determines:

- How organizational groups and individuals interrelate
- How much authority the project manager has
- What resources will be available
- How the project will be conducted

Relative Authority in Organizational Structures

	Functional	Matrix	Project-oriented
Team member loyalty	Functional department	Conflicted loyalty	Project
Team member reporting	Functional manager	Both functional manager and project manager	Project manager
Project manager role	Seldom identified	Coordinator to full project manager	Full-time and responsible
Team member role	Part-time on project	Part-time on project	Full-time on project (preferred)
Control of project manager over team members	Nonexistent (functional manager controls)	Medium – shared with functional manager/sponsor	High

Interactive/Activity

Think of your current or a recent project. Can you identify the organizational structure type and describe how it affects your project in the following ways?

- How organizational groups and individuals **interrelate**

- The project manager's authority

- **Resource** availability

- How the project is **conducted**

Project Management Principles

Guidance for All Project Practitioners

a. Be a diligent, respectful and caring steward

b. Recognize, evaluate and respond to system interactions

c. Navigate complexity

d. Create a collaborative project team environment

e. Demonstrate leadership behaviors

f. Optimize risk responses

g. Effectively engage with stakeholders

h. Tailor based on context

i. Embrace adaptability and resiliency

j. Focus on value

k. Build quality into processes and deliverables

l. Enable change to achieve the envisioned future state

From Principles to Performance Domains

Use the 12 principles to guide behavior in the 8 project performance domains
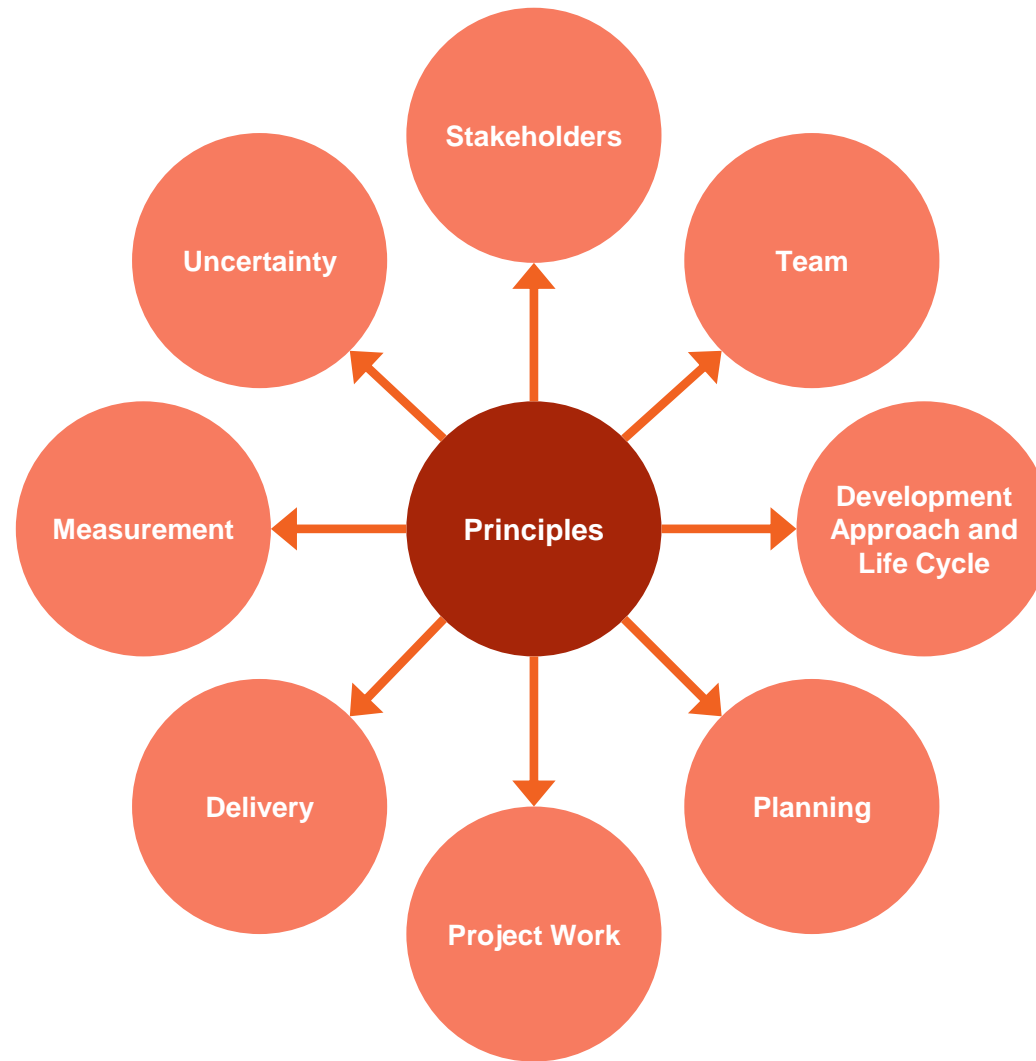
Agile

Derived from:

- Four values from the Agile Manifesto

- 12 principles

There are more than 50 known agile practices and methods in use!

The Agile Manifesto for Software Development

"We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

Individuals and interaction	over	Process and tools
Working software	over	Comprehensive documentation
Customer collaboration	over	Contract negotiation
Responding to change	over	Following a plan

That is, while there is value in the items on the right, we value the items on the left more."

-2001

Principles Behind the Agile Manifesto
1 to 6

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

4. Businesspeople and developers must work together daily throughout the project.

5. Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Principles Behind the Agile Manifesto
7 to 12

7. Working software is the primary measure of progress.

8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to technical excellence and good design enhances agility.

10. Simplicity – the art of maximizing the amount of work not done – is essential.

11. The best architectures, requirements, and designs emerge from self-organizing teams.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

Agile:
The "Far Side" of Adaptive Approaches

"Doing Agile vs. Being Agile"

Agile means:

- Iterations are likely to be shorter

- Product is more likely to evolve based on stakeholder feedback

Still used for software development, and agile principles have been applied to other kinds of development projects, vis-à-vis *the agile mindset.*

- Adopt a flexible, change-friendly way of thinking and behaving

- Understand the purpose of these practices

- Select and implement appropriate practices based on context

- Internalize agile values, mindset and behavior

Tailor* Projects to Contexts

Because each project is unique, we adapt methods to the unique project context to determine the most appropriate ways of working to produce the desired outcomes.

Tailor iteratively and continuously throughout the project

# Tailor Hybrid Approaches, Processes, Practices and Methods

Apply product knowledge, delivery cadence and awareness of the available options to select the most **appropriate development approach**

Tailor **processes** for the selected life cycle and development approach; include determining which portions or elements should be added, modified, removed, blended, and/or aligned

Tailor **practices and methods** to the environment and culture

Topics Covered

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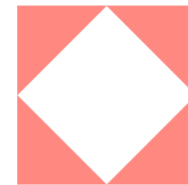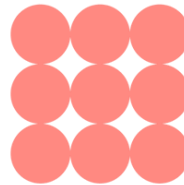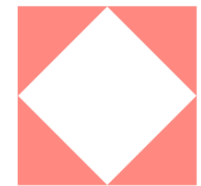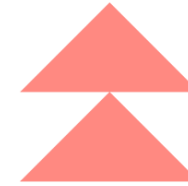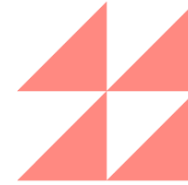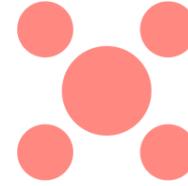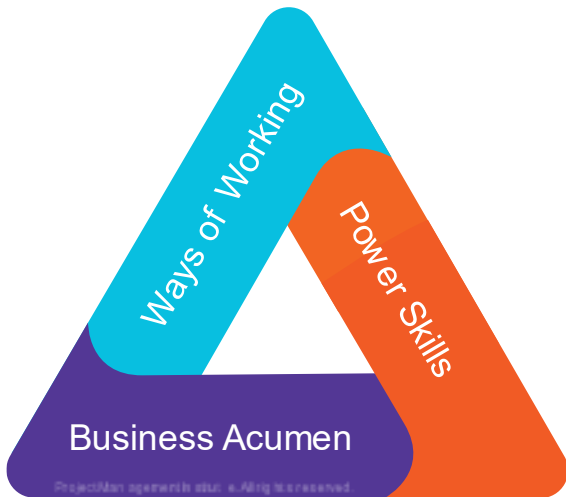
Strategic Alignment

TOPIC B

PMI Talent Triangle®

The PMI Talent Triangle® reflects the skills needed by today's project professionals and changemakers as they navigate the evolving world of project management.

Ways of Working

Mastering diverse and creative ways (predictive, adaptive, design thinking) to get any job done

Power Skills

The critical interpersonal skills required to apply influence, inspire change and build relationships

Business Acumen

Effective decision-making and understanding of how projects align with the big picture of broader organizational strategy and global trends

Strategic Alignment and Business Management Skills

Do you:

- Know your organization's **strategic plan**?
- Understand how project goals matter to an organization's long-term vision and mission?
- See a high-level overview of the organization?
- Have a working knowledge of business functions?
- Have pertinent product and industry expertise?

Can you:

- Explain the essential business aspects of a project?
- Work with SMEs and a sponsor to develop an appropriate project delivery strategy?
- Implement strategy to maximize the business value of project?

Strategic Management Elements and Frameworks

Some agile projects use a goal-setting framework such as OKRs (Objectives and Key Results) that describes the organization's objectives and desired key results.

Note: From PMI's *Standard for Portfolio Management*

Organizational Influences

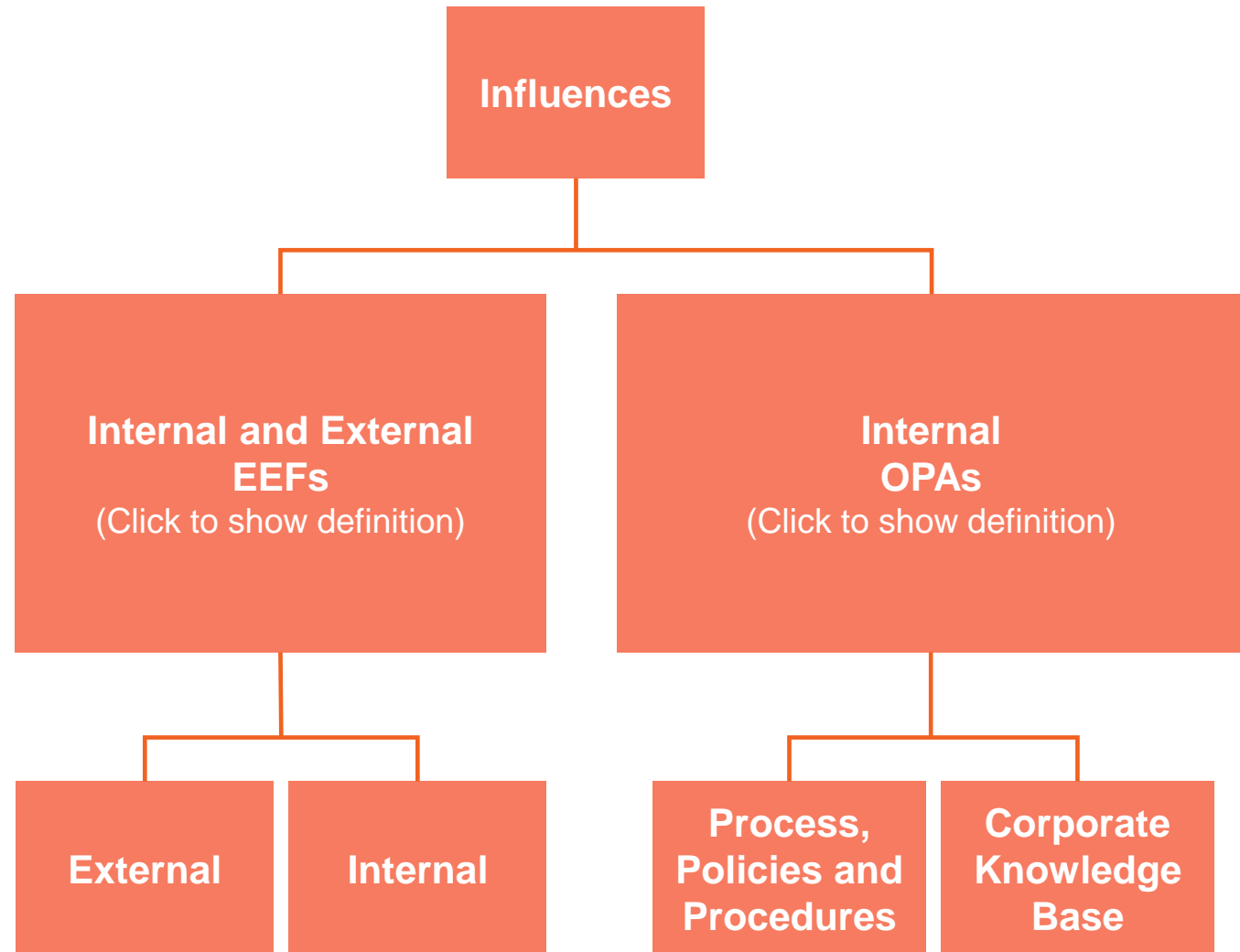**Enterprise Environmental Factors (EEFs)**
- Internal and external to the organization

Organizational Process Assets (OPAs)
- Project policies, procedures and templates
- Historical project information

Influences

Internal and External EEFs
(Click to show definition)

Internal OPAs
(Click to show definition)

External

Internal

Process, Policies and Procedures

Corporate Knowledge Base

Get to Know the External Business Environment

Use frameworks or prompts to understand external factors that can introduce risk, uncertainty, or provide opportunities and affect the value and desired outcomes of a project:

- **PESTLE:** Political, economic, socio-cultural, technical, legal, environmental

- **TECOP:** Technical, environmental, commercial, operational, political

- **VUCA:** Volatility, uncertainty, complexity, ambiguity

In addition, review:

- Comparative advantage analysis

- Feasibility studies

- SWOT (strengths, weaknesses, opportunities and threats) analysis

- Assumption analysis

- Historical information analysis

- Risk alignment with organizational strategy

Internal Business Environment Factors

- **Organizational changes** can dramatically impact **scope**

- The **project manager, project sponsor** or **product owner** need to be familiar with business plans, reorganizations, process changes and other internal activities

- Internal business changes might cause:
  - Need for new deliverables
  - Reprioritization of value, including removal of existing deliverables

OPAs and EEFs

OPAs

Processes, policies and procedures

Examples—
- Organizational charts
- Procurement rules
- Hiring and onboarding procedures

Organizational knowledge bases

Examples—
- Engineering wikis
- Libraries or archives
- Lessons learned repositories

EEFs

Internal

Examples—
- Resource capabilities
- Organizational culture
- IT software
- Distribution of facilities

External

Examples—
- Marketplace conditions
- Laws, regulations and standards
- Operating conditions
- Social and cultural influences

Activity:

Identify OPAs and EEFs

Project name: Shawpe Lifestyle Centre

List of EEFs and OPAs:

a. Economic demand for a new shopping area

b. Historical society (conservation) building regulations

c. Local neighborhood demand for a better town center

d. Archive of past large infrastructure projects

e. Approved vendor and contractors list

f. Tenant selection process

Which are EEFs? Which are OPAs?

Topics Covered

- Define strategic alignment and business acumen

- Follow guidelines for effective business decision-making

- Explore organizational influences on projects

- Explain how projects align with broader organizational strategy and global trends
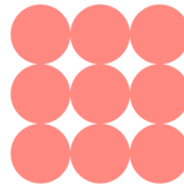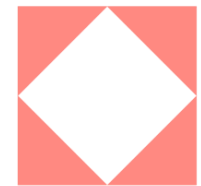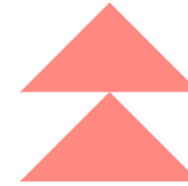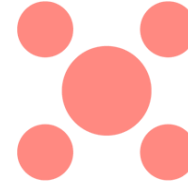
Project Benefits and Value

TOPIC C

Business Value

- The net quantifiable benefit (tangible and/or intangible) identified from a business endeavor

- Part of the objectives or description of the project in the initiating agreements

- Benefits realization is based on declared business value

Examine Business Value

- Communicate with stakeholders, do the research and use expert knowledge
- Examine, evaluate and confirm to determine exactly what is *or can be* of value!

Look especially at:

- Shareholder value (publicly traded companies) or business growth (private)
- Customer value
- Employee knowledge
- Channel or business partner value
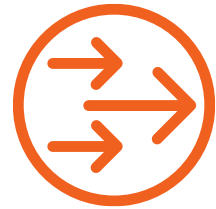
Types of Business Value

Financial Gain

New Customers

Social Benefit

First to Market

Improvement
Technological, process, etc.

Regularization
Alignment or compliance with standards and regulations

Needs Assessment
Obtain Data for the Project

Note: From *Business Analysis for Practitioners: A Practice Guide*

- Usually performed by a **business analyst**

- Precedes the business case

- Involves understanding of:

  - Business goals and objectives

  - Issues and opportunities

- Recommends proposals to address:

  - What should be done

  - Constraints, assumptions, risks and dependencies

  - Success measures

  - Implementation approach

Business Documents

- Are developed prior to project start (usually by a business analyst or key project stakeholder)

- Contain information about the project's objectives and contribution to the business goals

- Help the business to determine whether a project is worth the required investment of time, money, and resources

Review the business documents periodically

Business Documents

Business Case and Benefits Management Plan

Business case: justifies project and establishes boundaries

- Cost-benefit analysis

- Business need

- Quality specifications

- Schedule or cost constraints

Acceptance of the business case usually leads to creation of the project charter.

Benefits management plan should include:

- Processes for creating, maximizing and sustaining project benefits

- Time frame for short- and long-term benefits realization

- Benefits owner or accountable person

- Metrics

- Assumptions, constraints and risks

This is a business document, not part of the project management plan.

Benefit Measurement Methods

Cost-benefit analysis: How businesses justify the selection (authorization) of a project

Business - "smaller is better"
- Estimate payback period — Smallest number (duration) chosen
- Assess **opportunity cost** — What if we didn't undertake the project?

Financial - largest number (profit) chosen - "bigger is better"
- Time value of money
  - Present value (PV)
  - Future value (FV)
  - Net present value (NPV)
- **Internal rate of return (IRR)**
- **Return on investment (ROI)**

You will not need to calculate any of these for the exam.

Project Selection Using Present Value (PV) and Net Present Value (NPV)

PV applies to projects that span several time periods when the value of money might change – e.g., inflation

Factors to determine PV include:

- Future value
- Interest rate
- Number of periods

Net present value (NPV):

- Is used for capital budgeting
- Accounts for inflation and macro-economic change (discount rate)
- Compares the value of a currency unit today to the value of the same currency unit in the future

| Year	0	1	2	3	4
Net Cash Flows	-1200	+400	+800	+600	+1200
Factor	1	.91	.83	.75	.68
Net Present Value	-1200	+364	+664	+450	+816

How OKRs Help Deliver Business Value

- Start with organizational objectives

- Decide key desired results

- Refine further with objectives and key results (OKRs):

  - Objectives are goals and intents

  - Key results are time-bound and measurable milestones under these goals and intents

OKR best practices:

- Support each objective with between 3-5 measurable key results

- Aim for 70% success rate to encourage competitive goal-making. A 100% success rate should be re-evaluated as not challenging enough

- Write OKRs that are action-oriented and inspirational and include concrete, measurable outcomes
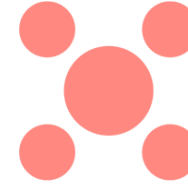
Incremental Value Delivery
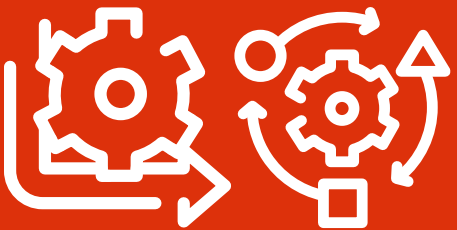
An incremental development approach can:

- Enable value delivery sooner

- Attain higher customer value and increased market share

- Allow partial delivery (or previews) to customers

- Enable early feedback, allowing for adjustments to the direction, priorities and quality of the product
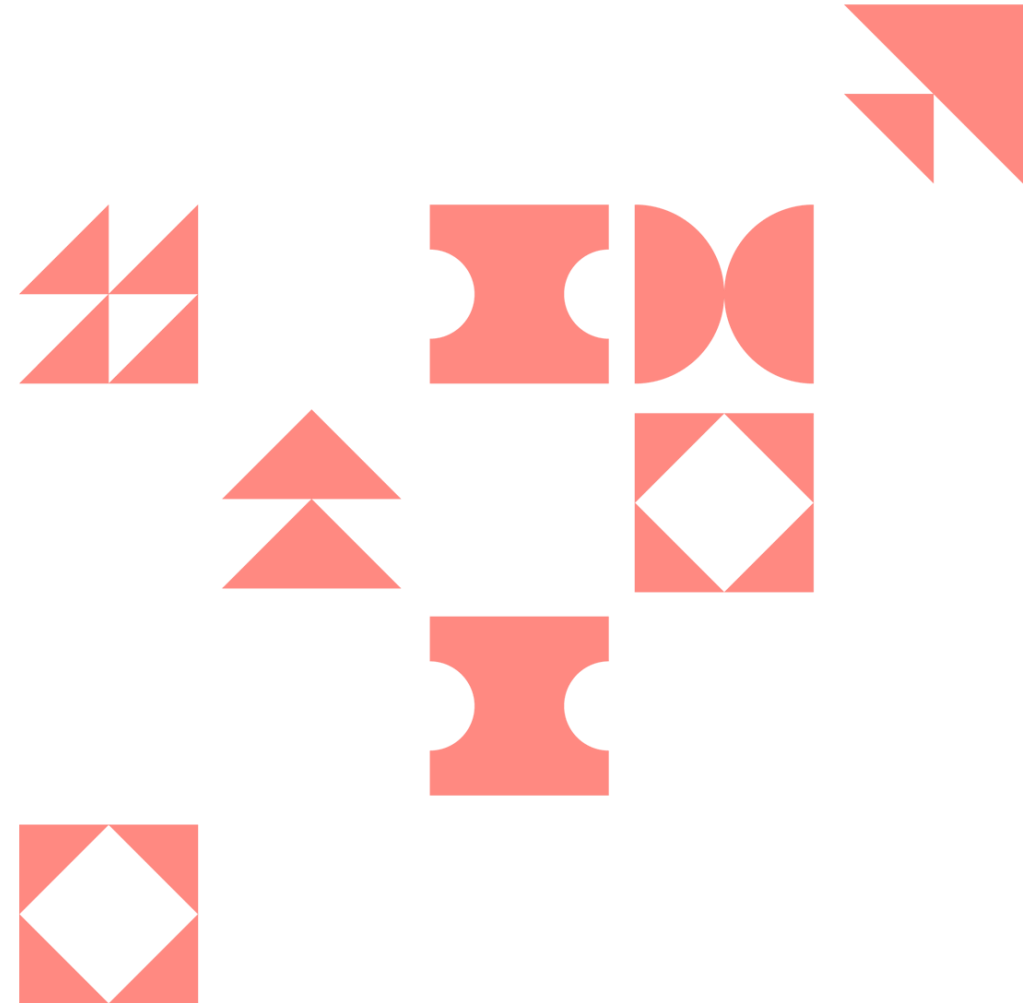
ECO Coverage

3.2 Evaluate and deliver project benefits and value

- Investigate that benefits are identified (3.2.1)

- Evaluate delivery options to deliver value (3.2.4)

2.1 Execute project with the urgency required to deliver business value

- Assess opportunities to deliver value incrementally (2.1.1)

DAILY PMP BOOTCAMP SURVEY

- **Our goal** is to provide the best possible Bootcamp experience
for a live streaming webinar, with hundreds of participants.

- For each Bootcamp session,
  - Let us know **what you liked** about the experience – your comments really matter.
    - Please include a thank you **to the mentor(s)** working off camera.

  - If you have **recommendations**, share those too!

  We sincerely value your opinion!

Survey Scale

This Scale: 0 not at all likely- 10 extremely likely

PROJECT MANAGEMENT OFFICE (PMO)

A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools and techniques. PMOs are more common in larger organizations because of the number of projects that can be in process at the same time.

Lesson 1 Vocabulary

TAILORING

Tailoring is the deliberate adaptation of the project management approach, governance, and processes to make them more suitable for the given environment and the work at hand.

STRATEGIC PLAN

A high-level business document that explains an organization's vision and mission plus the approach that will be adopted to achieve this mission and vision, including the specific goals and objectives to be achieved during the period covered by the document.

BENEFITS MANAGEMENT PLAN

The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project or program. It also describes how and when the benefits of a project will be derived and measured. Both the business case and the benefits management plan are developed with the benefits owner prior to the project being initiated. Additionally, both documents are referenced after the project has been completed. Therefore, they are considered business documents rather than project documents or components of the project management plan.

COST-BENEFIT ANALYSIS

Is one method of measuring or evaluating a project's benefit and value.

OPPORTUNITY COST

A concept applied to quantify the missed opportunity when deciding to use a resource (e.g. investment dollars) for one purpose versus another. Alternately opportunity cost is the loss of potential future return from the second-best unselected project. In other words, it is the opportunity (potential return) that will not be realized when one project is selected over another.

INTERNAL RATE OF RETURN (IRR)

The interest rate that makes the net present value of all cash flow equal to zero. This rate is a function of the cost of capital for project implementation.

RETURN ON INVESTMENT (ROI)

A financial metric of profitability that measures the gain or loss from an investment relative to the amount of money invested.

Lesson 1 Vocabulary