



# PMP® EXAM PREP

## PMI Authorized Training Partner

### BOOTCAMP

### Session 7

**Class times:**

**1:00 pm - 5:00 pm EDT**

**12:00 am - 4:00 pm CDT**

**11:00 am - 3:00 pm MDT**

**10:00 am - 2:00 pm PDT**

**Attendance Tracking Alert**  
**Please log into Zoom with your  
correct first and last name.  
Enter the same information  
for every session.**

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

Instructor:

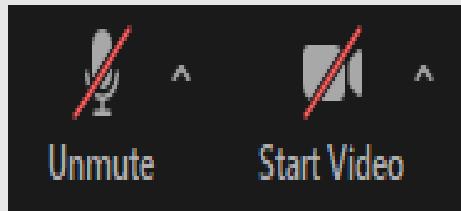
**Susan Daniels,  
MBA, PMP, DASSM, ATP-I**



This webinar will be recorded  
for quality purposes

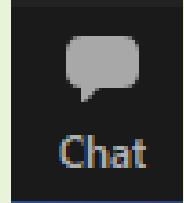
Participant cameras and  
microphones are disabled

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



## • Ways to Participate in a Webinar

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



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

To: **Everyone** ▾

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



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

# Q&A vs Chat Feature



## Use Q&A to ask for

- Technical assistance
- Guidance on how to access course material – Percipio Y or N?
- Clarification on lecture points, if not answered by instructor
  - Please avoid asking for consulting services that are aligned to a highly specific situation.



## Use Chat to

- Respond to instructor's questions
- Share examples of tools and techniques discussed
- Ask questions to clarify a concept, term or technique
- Instructor and Mentors will use \*\* NAME\*\* when responding

Please be very patient,  
Mentors respond to hundreds of inquiries per session.



# Class Schedule

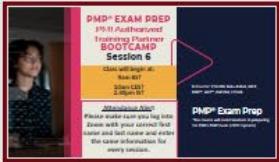
	Example for Eastern Time
1 <sup>st</sup> hour Presentation	1:00-2:00
1 <sup>st</sup> Break	2:00-2:10
2 <sup>nd</sup> hour Presentation	2:10-3:00
2 <sup>nd</sup> Break	3:00-3:10
3 <sup>rd</sup> hour Presentation	3:10-4:00
3 <sup>rd</sup> Break	4:00-4:10
4 <sup>th</sup> hour Presentation	4:10-5:00

# Your PMP Bootcamp Course Syllabus

## (Mapped to the PMP Student Manual)

Creating a High-Performing Team		Starting the Project	Doing the Work	Keeping the Team on Track	Keeping the Business in Mind
	Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5
Topic A	Build a Team	Determine Appropriate Project Methodology/Methods and Practices	Assess and Manage Risks	Lead a Team	Manage Compliance Requirements
Topic B	Define Team Ground Rules	Plan and Manage Scope	Execute Project to Deliver Business Value	Support Team Performance	Evaluate and Deliver Project Benefits and Value
Topic C	Negotiate Project Agreements	Plan and Manage Schedule	Manage Communications	Address and Remove Impediments, Obstacles, and Blockers	Evaluate and Address Internal and External Business Environment Changes
Topic D	Empower Team Members and Stakeholders	Plan and Manage Budget and Resources	Engage Stakeholders	Manage Conflict	Support Organizational Change
Topic E	Train Team Members and Stakeholders	Plan and Manage Quality of Products and Deliverables	Create Project Artifacts	Collaborate with Stakeholders	Employ Continuous Process Improvement
Topic F	Engage and Support Virtual Teams	Integrate Project Planning Activities	Manage Project Changes	Mentor Relevant Stakeholders	<b>Plus, BONUS Agile Content!</b>
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			

# Recap Session 06



1



2



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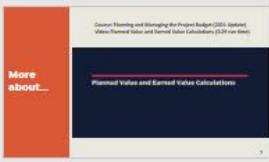
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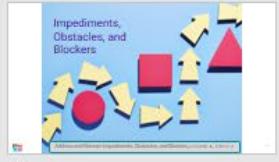
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## Evaluate and Deliver Project Benefits and Value

TOPIC B

# Deliverables and Tools



Benefits Management Plan



Value Analysis  
Cost Analysis  
EVM, ETC analysis  
ROI, NPV, IRR  
Benefit Cost Analysis  
Decision Trees, EMV  
Monte Carlo  
Net Promoter Score  
A/B Testing

# Benefits Management Plan

<b>Target benefits</b>	Expected tangible and intangible business value to be realized from the project.
<b>Strategic alignment</b>	How the benefits align with the organization's business strategies
<b>Timeframe</b>	When the benefits (short-term and long-term) will be realized, usually by project phase
<b>Benefits owner</b>	Person or group that monitors, records, and reports the benefits
<b>Metrics</b>	Direct and indirect measurements of the realized benefits
<b>Risks</b>	Risks associated with achieving the targeted benefits

# Sprint Reviews /Demos

- ✓ At the end of each iteration or sprint, the team conducts a sprint review or demo.
- ✓ In early stages, obtain the product owner's **acceptance of the story** and **any feedback** to enable the team to make changes to **optimize business value**.
- ✓ **Focus on completing whole user stories** in each sprint.
- ✓ Verify that the capability is “**potentially shippable**”.





# Release Management

In traditional projects, product release occurs at the end when everything is complete.

However, in today's complex business environment, where **work is hardly ever “done”**, we need to **factor change into our thinking** about work.



Agile projects can convert high-value capabilities into delivered solutions early.

# Disciplined Agile (DA) Approaches

- ✓ Use DA approaches to support **dynamic work environments**.
- ✓ A Product Owner creates a **minimum business increment (MBI)** that defines work requirements to deliver the stated value.
- ✓ The MBI **creates value quickly** and incrementally, so the business can start using and benefitting from it.

## Advantages:

- Feature or capability assessment
- Improve organizational tolerance for change
- A time cadence for subsequent releases



# Benefit Cost Analysis

- ✓ Frequently used to **compare potential projects** to determine which one to authorize.
- ✓ Select the alternative which demonstrates that **benefits outweigh costs by the greatest amount**.
- ✓ Alternative **should not be chosen** when costs exceed benefits.
- ✓ The **accuracy of the estimates** of cost and benefit determines the **value of the benefit cost analysis**.



# Present Value (PV) Calculation

The PV formula is:

$$PV = \frac{FV}{(1 + r)^n}$$

Present Value (PV)  
Calculation

If you need \$USD 3,000 in three years and can invest your money at 8 percent (8%) interest, the present value of your initial investment is calculated:

$$\$2,381.50 = \frac{\$3,000.00}{(1 + 0.08)^3}$$



# More about...

Course: Delivering Project Benefits and Value (2021 Update)  
Video: Calculating Tangible Benefits and Value (9:29 run time)  
**Watch: Start to 3:55**

## **Calculating Tangible Benefits and Value**



# Net Promoter Score (NPS)

NPS is a metric used in customer experience programs to measure customer loyalty.

Customers rate their experience with a number from -100 to +100. A higher score is desirable.



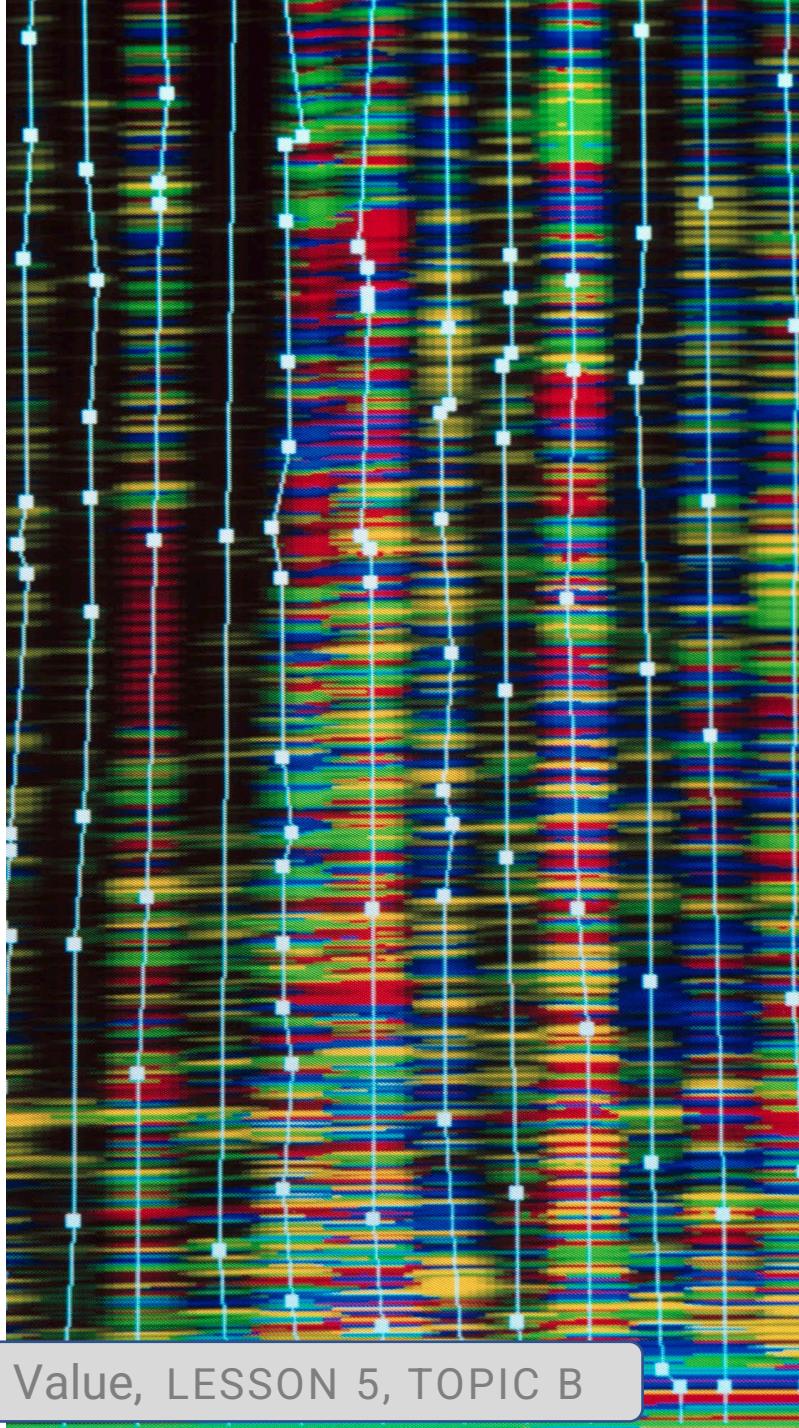
# A/B Testing



# Monte Carlo Simulation

Outputs are generated to represent the **range of possible outcomes** for the project.

Monte Carlo refers to not one single analysis method but to a **wide class of techniques**, mostly making use of sophisticated computers and inputs of **random numbers, probabilities, and algorithms**.



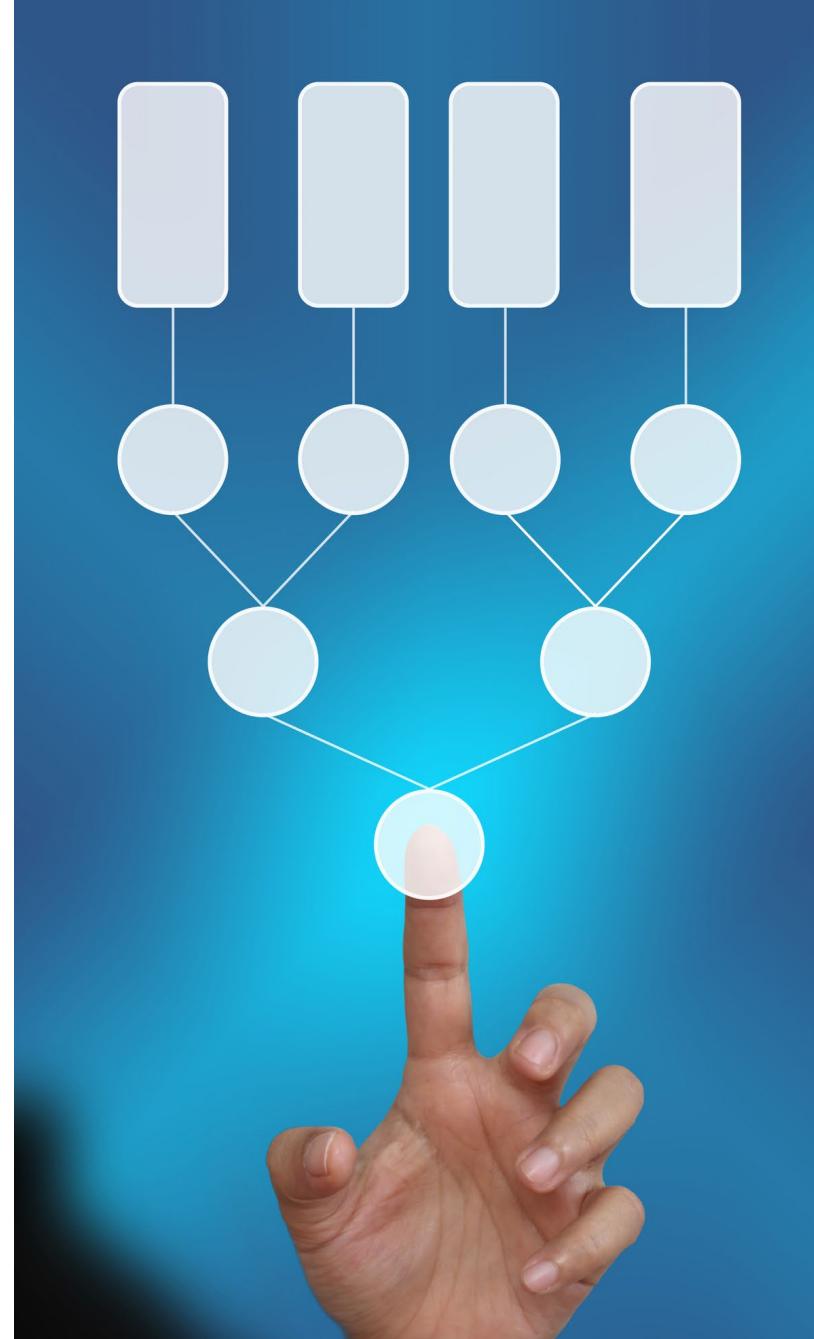
# Using Simulations

- ✓ Uses computer models and **estimates of risks**.
- ✓ Translates **uncertainties** into **potential impact**.
- ✓ Involves **calculating multiple project durations**, using **varying sets of assumptions**.



# Use Decision Trees to Find Benefit and Value

- ✓ Use to support **selection** of the best of several action options.
- ✓ Branches represent different **decisions or events**, each of which can have **associated costs and risks**.
- ✓ The **end-points** of branches in the decision tree represent the **outcome** from following that path, which can be **negative or positive**.
- ✓ Calculate the **expected monetary value** of each branch and select the optimal one.





# Evaluate and Address Internal and External Business Environment Changes

TOPIC C

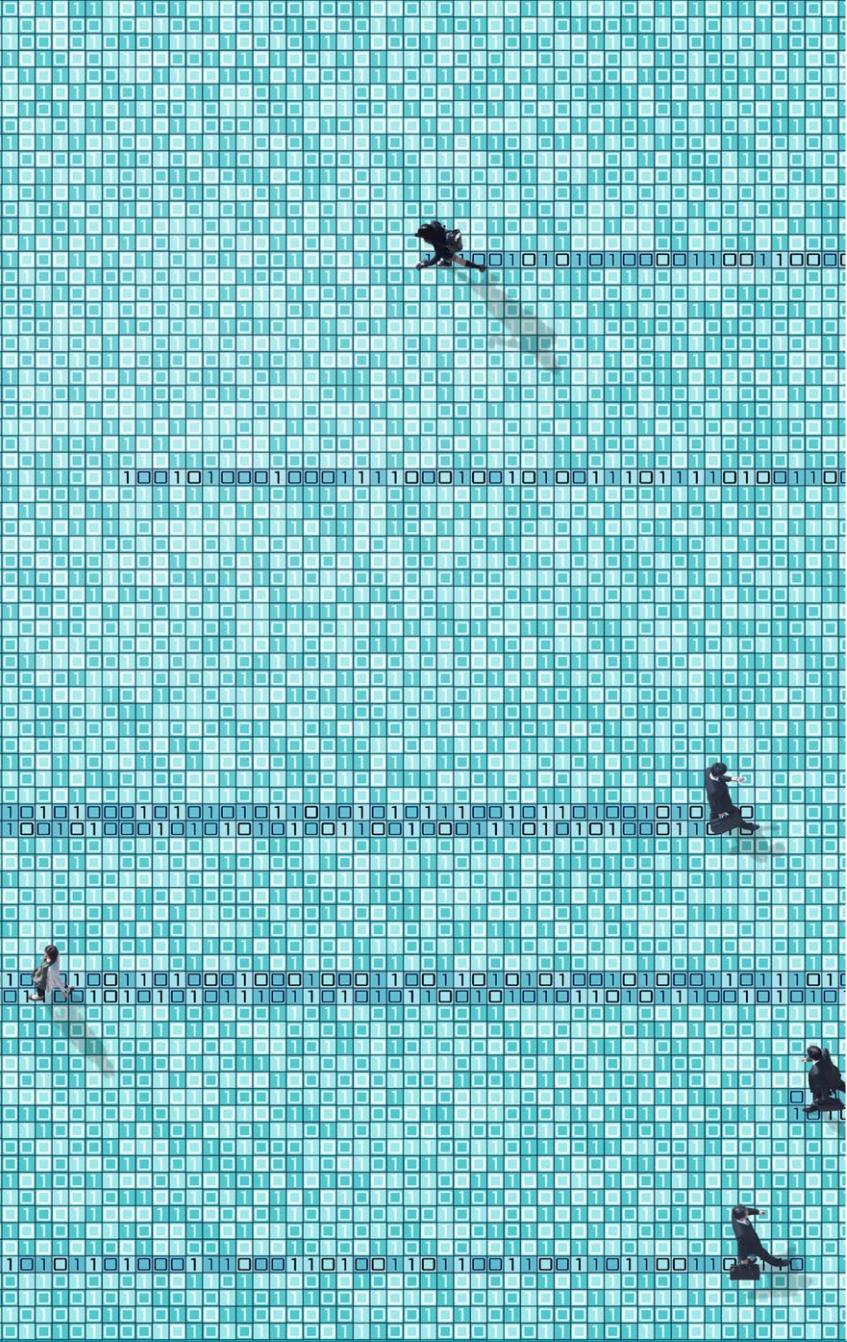
# Deliverables and Tools



Baselines  
Configuration Management System  
Backlogs  
(Updated) Roadmaps



Change Control Boards  
Backlog Reprioritization  
Product Owner Duties  
Release Planning  
Governance



# Internal Business Environment

- ✓ **Organizational changes** can make a dramatic impact on the **scope** of a project.
- ✓ The **project manager** and **project sponsor** need to have visibility into business plans, reorganizations, process changes, and other internal activities.
- ✓ Because internal business changes might cause:
  - Need for new deliverables
  - Reprioritization or removal of existing deliverables

# Get to Know the External Business Environment

The PESTLE acronym identifies the external business environment factors that can **affect the value and desired outcomes** of a project.

Others are:

- ✓ **TECOP** (technical, environmental, commercial, operational, political)
- ✓ **VUCA** (volatility, uncertainty, complexity, ambiguity)

These frameworks can help you to better understand external factors that can introduce **risk, uncertainty, or provide opportunities**.



# **Spotlight Video: Handling Pressure from Outside Your Team**

# Update Baselines

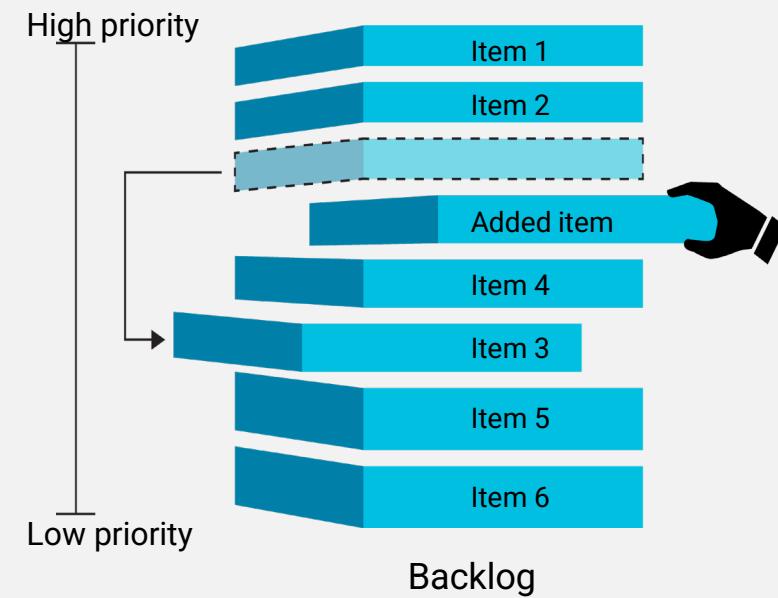
- ✓ In traditional project plans, the **completed initial plan** contains the baseline.
- ✓ As changes occur in the project, you **update** the baseline to reflect any **new requirements**.
- ✓ Agile projects process change continuously, in iterations or increments. Work is prioritized and updated in the **product backlog** or in the **value stream** (Disciplined Agile).



# Backlog Reprioritization

Product owner **re-prioritizes** the backlog as stories or requirements change.

Business value determines the priority of the changes.



# Recommended Options for Changes

- ✓ When change is proposed, the product owner should **focus on the intended business value** of the change.
- ✓ Give the **project team** discretion to consider the change and **identify potential solution options**.





**A clear governance structure** becomes critical when project changes are driven by changes in the internal or external business environments.

# Governance Steering Committee

- ✓ 'The Project Board' or overall governance or steering committee that coordinates the project:
- ✓ Might include: the project sponsor, a senior user, and PMO resources.
- ✓ Are responsible for:  
**Clarifying the project charter and objectives; and allocating resources to the project.**



## GUIDELINES

# Assessing the Impact on Project Backlog Based on Business Environment Changes

- Understand the project's organizational context.
- Understand the external factors that may impact your project.
- How is the project work prioritized?
- What is the project governance model?

Evaluate and  
Address  
Internal and  
External  
Business  
Environment  
Changes,  
LESSON 5,  
TOPIC C





# Support Organizational Change

TOPIC D

# Deliverables and Tools



Change Management Plan

Roll Out Plan

Training Plan

Training Artifacts



Project Management Plan updates

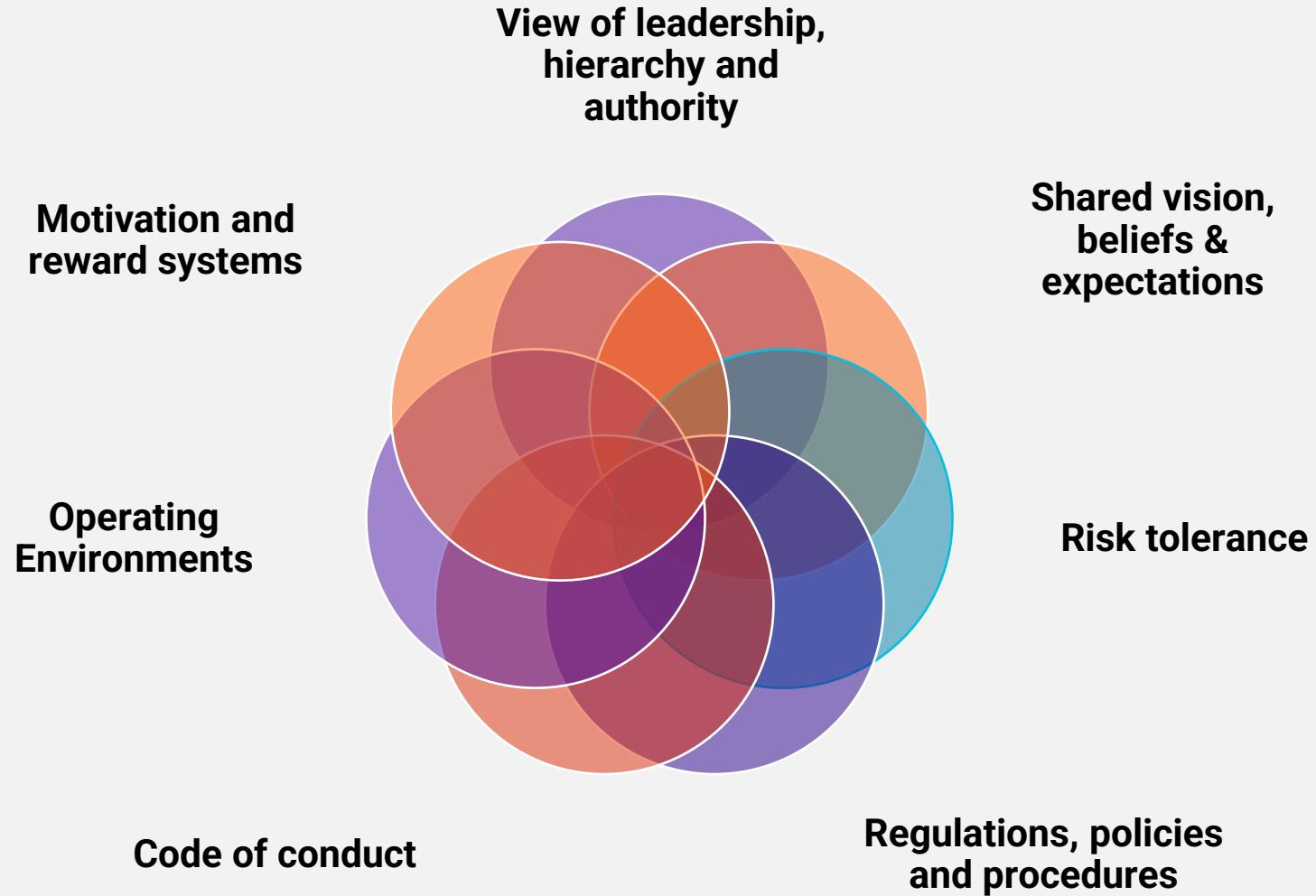
EEFs

OPAs

Demos

PM / PMO org structures

# Organizational Cultures and Styles





# Organizational Structures

- ✓ Affect **resource availability**
- ✓ Affect how projects are **conducted**
- ✓ Main structures include **functional, project-oriented, matrix, and composite**.

# Relative Authority in Organizational Structures

Consider your authority relative to the functional manager's authority over the project and the project team.

Relationship	Functional	Matrix	Project-oriented
Team members are loyal to	Functional department	Conflicted loyalty	Project
Team members report to	Functional manager	Both functional manager and project manager	Project manager
Project manager's role is	Part-time	Full-time	Full-time
Team members' role is	Part-time	Part-time	Full-time
Control of project manager over team members is	Low	Medium	High

# Roll Out Plan

- ✓ You need to plan for successful implementation of changes.
- ✓ Roll out plans enable you to define the knowledge transfer, training, and readiness activities required to implement the change.
- ✓ Depending on the size, scope, and nature of the change, the plan details might include:
  - The Project team and the affected customer and users
  - Training and support activities





# Project Management Plan Updates

Based on the scope of changes, you may need to **update the project management plan** for:

- ✓ Scope
- ✓ Timelines
- ✓ Work packages
- ✓ Team member assignments

In **agile** projects, the team might remove lower-value deliverables from scope to make room for the change.

# Training Plan

Changes to the project plan that will likely impact the training plan:

- ✓ Scope of the training and knowledge transfer required
- ✓ Roles and responsibilities of the stakeholders
- ✓ Timelines



# Training Artifacts

Changes to the plan and deliverable set requires changes to the training artifacts, including:

- ✓ Training courseware
- ✓ Lab configurations and exercises
- ✓ Knowledge requirements and potentially credentials, if certification of skills is expected
- ✓ Updates for the trainers to gain the necessary knowledge transfer required to deliver the updated training



Whether in-house or outsourced, you have to ensure these changes to training are made.



# Demos

- ✓ Changes to **software solutions** may require demonstration of changed configurations, processes, workflows, and roles and responsibilities.
- ✓ **Key customer and user stakeholders** need to review the demo and provide feedback to ensure the changes work as intended and do not impact the workflow of the solution.
- ✓ Early feedback allows for adaptation, while the feedback is immediately relevant and should **improve the quality of the change** while reducing overall cost and risk.



## GUIDELINES

# Recommend, Plan, and Facilitate Change (Part 1 of 2)

- Establish a **single change request method** which includes:
  - A description of the proposed change
  - The business value of the change
  - Any risk and risk mitigation recommendations
  - Likely cost of the change
- Ensure that a CCB can assess the change cost, risk, and value, other potential impacts to the project, and make recommendations.
- Check the project's tolerance – can you approve the change or do you need to escalate it to the governing board for review and approval?

Support  
Organizational  
Change,  
LESSON 5,  
TOPIC D



## GUIDELINES

# Recommend, Plan, and Facilitate Change (Part 2 of 2)

- Follow **organizational change management** best practices:
  - Build a compelling case for change
  - Get buy-in and commitment of key stakeholders
  - Communicate the change vision
  - Enable other stakeholders to engage
- Ensure changes are properly aligned and updates are made to relevant project artifacts – i.e. project plan, training plans, training artifacts, and software configurations or demos.

Support  
Organizational  
Change,  
LESSON 5,  
TOPIC D





## Employ Continuous Process Improvements

TOPIC E

# Deliverables and Tools



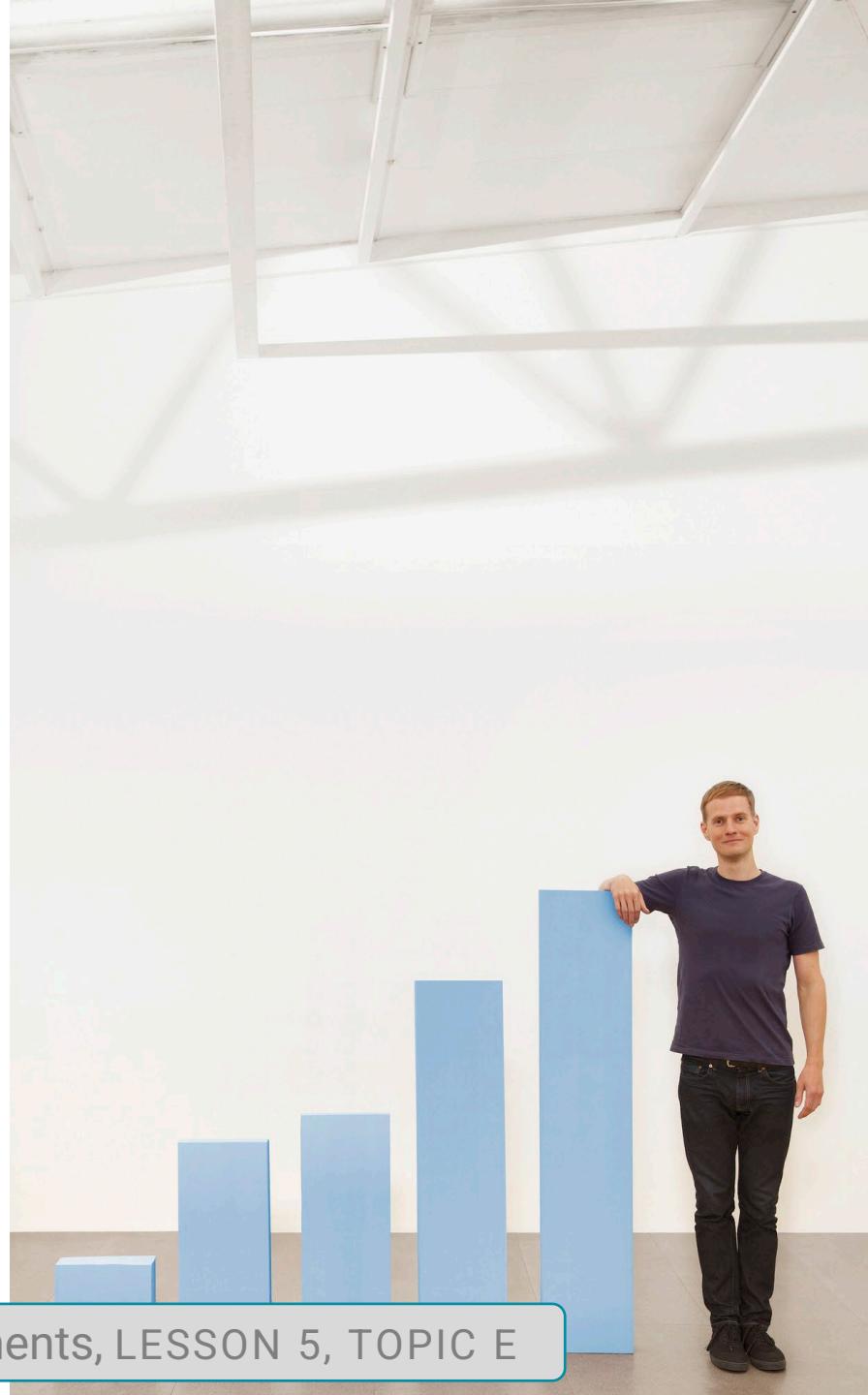
Processes and standards



Quality Theory methods  
CI approaches  
Lessons learned  
Retrospectives  
Experiments

# Continuous Improvement

- ✓ Aim for small, incremental improvements or large breakthroughs.
- ✓ A business strategy that is developed at the organizational level for projects to adopt and use.
- ✓ Might be implemented by an organization's PMO.



# Culture of Continuous Improvement

W. Edwards Deming's philosophy of improving quality aims to reduce expenses, increase productivity, and thus increase market share.

Be guided by these four concepts:

- ✓ **Better design** of products to improve service.
- ✓ **Higher level** of uniform product quality.
- ✓ **Improvement** of product testing in the workplace and in research centers.
- ✓ **Greater sales** through global markets.



A close-up photograph of a woman with blonde hair and black-rimmed glasses. She is looking slightly to her left with a thoughtful expression. The background is blurred, showing warm, out-of-focus colors.

# *Further Study in Quality Theory Methods*

*Approaches by industry  
thought leaders can help  
you understand how to  
improve business results.*

Six Sigma - respond to customer needs and improving processes by systematically removing defects.

**William Smith, Jr.**

Break quality management into quality planning, control and improvement

**Joseph M. Juran**

Continuous process improvement in which quality must be continuously improve to meet customer needs

**W. Edward Deming**

Four absolutes:  
conforming to requirements, quality achieved by prevention, standard of zero defects, and quality measured by determining CoQ.

**Philip B. Crosby**

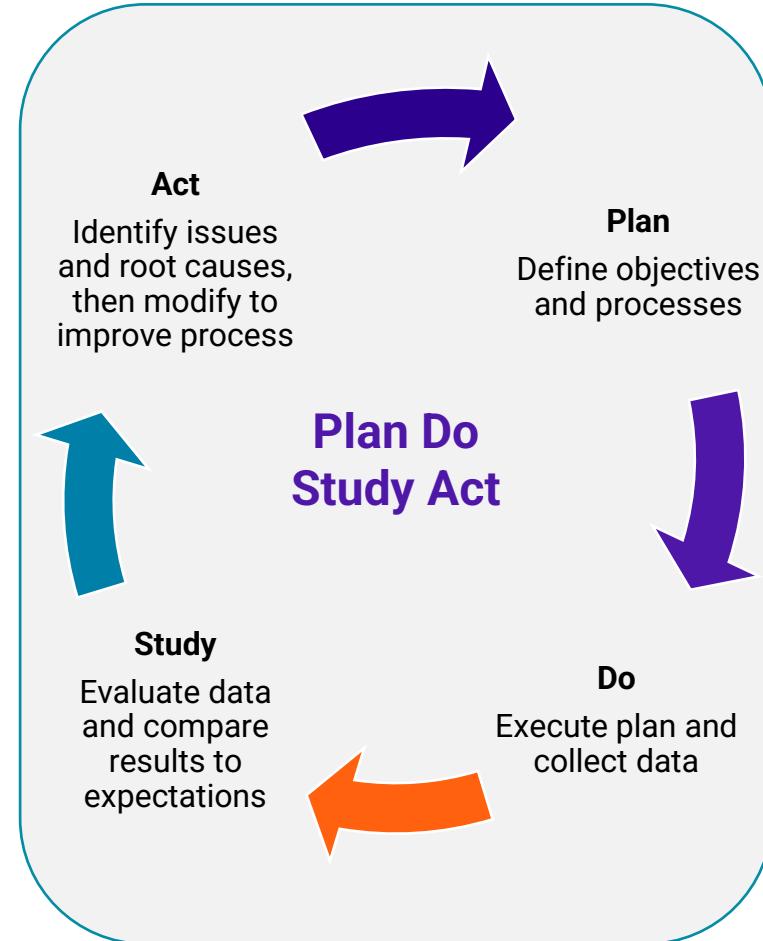
Design quality into the product so factors that cause variation can be identified and controlled.

**Genichi Taguchi**

# Continuous Improvement Approaches

## Kaizen

- ✓ Many small changes or improvements.
- ✓ Small changes less likely to require major expenditures of capital.
- ✓ Ideas come from workers—not expensive research, consultants, or equipment.
- ✓ All employees should continually improve their own performance.
- ✓ All are encouraged to take ownership of their work to improve motivation.





# Continuous Improvement Tools

**Lessons Learned Register** is an important component of each project.

- ✓ Use it as a source of improving the processes in other projects.
- ✓ Avoid filing it away at the end of a project and not referring to it.

**Retrospectives:**

- ✓ Common in agile projects at the end of each iteration.
- ✓ Helps the team look back at an iteration and plan improvements for the next one.

**Experiments** provide a way to improve team efficiency and effectiveness:

- ✓ Some techniques include A/B testing and team feedback to identify improvements.
- ✓ Perform experiments one at a time to isolate the results.

# Update to Process and Standards

- ✓ Lessons learned at the project level can apply to the **organization's continuous improvement process**, in addition to the project management processes.
- ✓ Escalate these lessons and evaluate them for consideration at the organizational level.



## GUIDELINES

# Execute Continuous Improvement Steps

- Review the organization's continuous improvement strategy.
- Develop a continuous improvement approach for your project, keeping in mind the project goals and the expectations of the stakeholders.
- Use lessons learned from your project and other projects—as sources of continuous improvement.
- For agile projects, use retrospectives to improve the next iteration.
- Use lessons learned at the project level to improve the organization's continuous improvement process.

Employ  
Continuous  
Improvements,  
LESSON 5,  
TOPIC E



# BONUS SKILLSOFT TOPIC! OVERVIEW OF AGILE AND SCRUM



# **Spotlight Video: When to Apply Agile Methodologies**

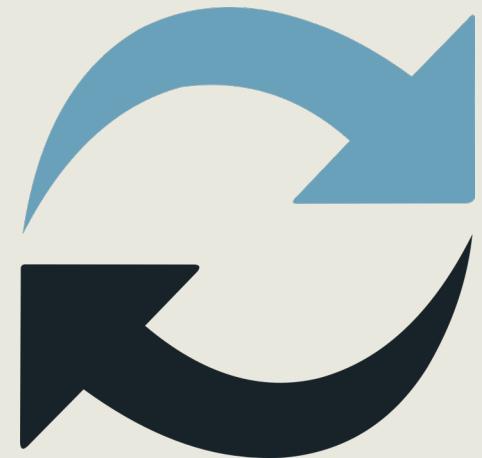
# THE AGILE MANIFESTO

In 2001, seventeen software developers met at a resort in Snowbird, Utah to discuss existing software development methods, among others Jeff Sutherland, Ken Schwaber, Jim Highsmith, Alistair Cockburn, and Bob Martin. Together they published the *Manifesto for Agile Software Development*.

## The Four Values of the Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others to do it. Through this work we have come to value:

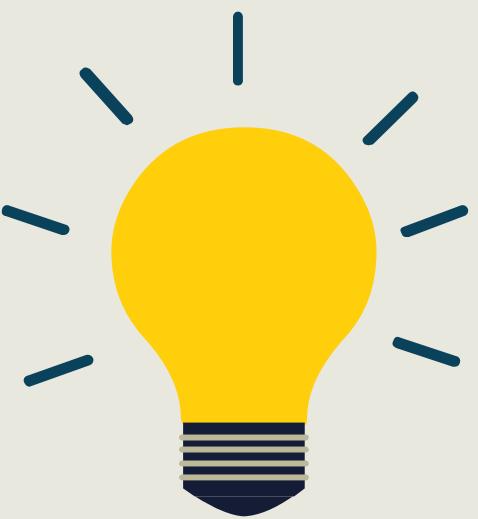
1. **Individuals and interactions** over processes and tools
2. **Working software** over comprehensive documentation
3. **Customer collaboration** over contract negotiation
4. **Responding to change** over following a plan



There is value in all of these, but we value the items in **bold** more.

# THE 12 CLARIFYING PRINCIPLES

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.
- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developer, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity – the art of maximizing the amount of work not done – is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective., then tunes and adjust its behavior accordingly.



# AGILE METHODOLOGIES

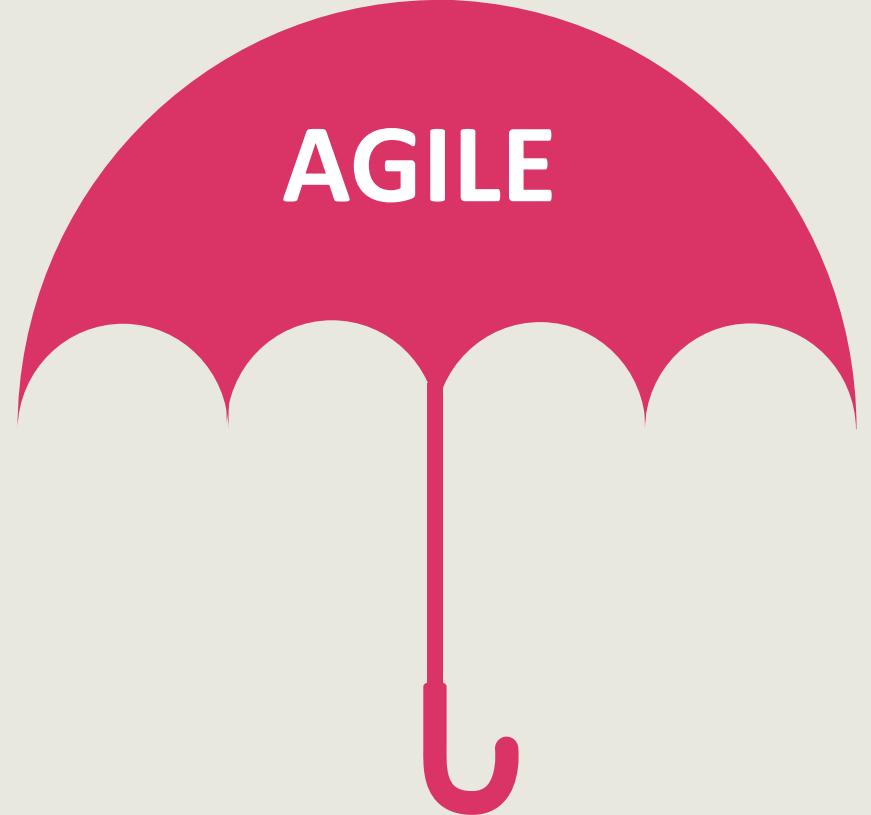
There are over a dozen agile methodologies

No single right way

Can be tailored once a team is experienced

Most common

- Scrum (really a framework)
- Disciplined Agile
- Extreme Programming (XP)
- Lean product development
- Kanban
- Feature-driven development (FDD)
- Dynamic Systems Development Method (DSDM)
- Crystal





# THREE PILLARS OF EMPIRICISM

- **Transparency**
  - Discuss product requirements
  - Establish shared product vision
  - Create a Definition of Done
- **Inspection**
  - Assess productivity during Daily Scrum
  - Burn-down chart
  - Demonstrate product increment during Sprint Review
  - Objective assessment based on Acceptance Criteria and Definition of Done
- **Adaptation**
  - Welcome change
  - React quickly to variance in order to meet Sprint goal
  - Sprint Retrospective promotes continuous improvement

# On-Demand Scheduling

- ✓ Does not use traditional schedules
- ✓ Team members “pull” work from a queue when available
- ✓ Based on Kanban and Lean methodologies
- ✓ Provides incremental business value
- ✓ Levels out work of team members
- ✓ Works best when activities can be divided into equal amounts
- ✓ Does not work well with projects comprised of complex dependency relationships



# Iterative Scheduling with a Backlog Process

- ✓ Use progressive elaboration (rolling wave) to schedule activities
- ✓ Use a specific time window e.g. two weeks
- ✓ Define requirements in user stories
- ✓ Prioritize stories
- ✓ Select based on priority and time box
- ✓ Add remaining stories to backlog
- ✓ Construct later based on their priority



# Project Artifact Examples

Artifacts unique to agile projects:

- ✓ Product Vision Statement
- ✓ Product Roadmap
- ✓ Release Plan
- ✓ Product Backlog
- ✓ Product Increment
- ✓ Sprint Backlog

The screenshot displays a digital workspace interface for managing a project backlog. The interface includes tabs for 'QUICK ACCESS', 'MY WORKSPACE' (which is selected), and 'MY RECENT ACTIVITY'. Below these are buttons for 'DATE' and 'PROJECT'. The main area is divided into four sections based on time: 'Today', 'Tomorrow', 'Later this week', and 'Upcoming'. Each section lists tasks with columns for status, assigned to, priority, time logged, and due date. The tasks include various projects like 'Adwords campaign', 'Affiliate program', and 'Newsletter campaign', along with specific items such as 'New popup creation', 'Implement list view', and 'Get in touch with speakers'. The status column uses color coding (e.g., pink for 'Doing', blue for 'To do', grey for 'Backlog', orange for 'Sandbox'), and the priority column uses green, yellow, and red.

Today	Adwords campaign	This is my project	Needs follow-up	Web	ep1	4	3/3	Status	Assigned to	Priority	Time logged	Due date
	Affiliate program	My New Project	Needs more info	Web	ep1	4	3/3	Doing	Person A, Person B	Medium	8.00	Today
	New popup creation	My New Project	Technical	Web	ep1	1	0/2	To do	Person C	Low	12.00	Tomorrow
	Implement list view	My New Project	Technical	Web	ep1	1	0/2	To do	Person D	Medium	Wednesday	
	Homepage wireframes	Software Development	Mockup req...	Web	ep1	0/3	0/3	Backlog	Person E, Person F	High	Thursday	
	Product detail page wire frames	Software Development	Mockup req...	Web	ep1	0/1	0/1	Sandbox	Person G, Person H	Medium	Friday	
Upcoming	Newsletter campaign	Nationwide campaign	Web	ep1	1	0/3	0/3	To do	Person I, Person J	Low	Jan 27	
	Get in touch with speakers	Annual tradeshow	Ep1	Ep1	0/1	0/1	0/1	To do	Person K, Person L	Medium	Jan 28	
	Conferences setup	Annual tradeshow	Ep1	Ep1	0/3	0/3	0/3	To do	Person M, Person N	High	Feb 1	
	Sound and lights rental	Annual tradeshow	Ep1	Ep1	0/1	0/1	0/1	To do	Person O, Person P	Low	Feb 4	

# SCRUM

- Framework rather than a methodology
- Scrum is one of many Agile approaches
- Can be applied to any industry
- Employs various techniques
- High-performing cross functional teams
- Iterative, incremental approach
- Iterations are known as “Sprints”

The term “Scrum” comes from rugby.

A scrum (short for scrummage) is a method of restarting play. The players pack closely together with their heads down and attempt to gain possession of the ball.



# THE SCRUM TEAM

**Includes:**

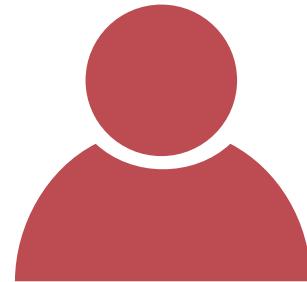
Developers

Scrum Master

Product Owner



**Developers**



**Scrum Master**



**Product Owner**

# PRODUCT OWNER

- Develops product vision
- Serves as voice of the stakeholders (liaison)
- Collects requirements from stakeholders
- Determines value of features
- Prioritizes backlog items based on value
- Controls the budget
- Oversees return on investment
- Validates product quality



Product Owner



Stakeholders

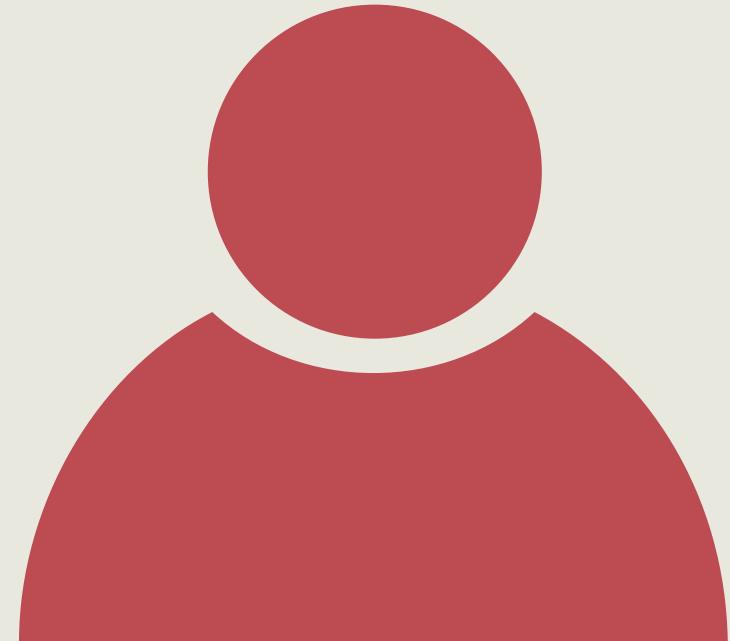


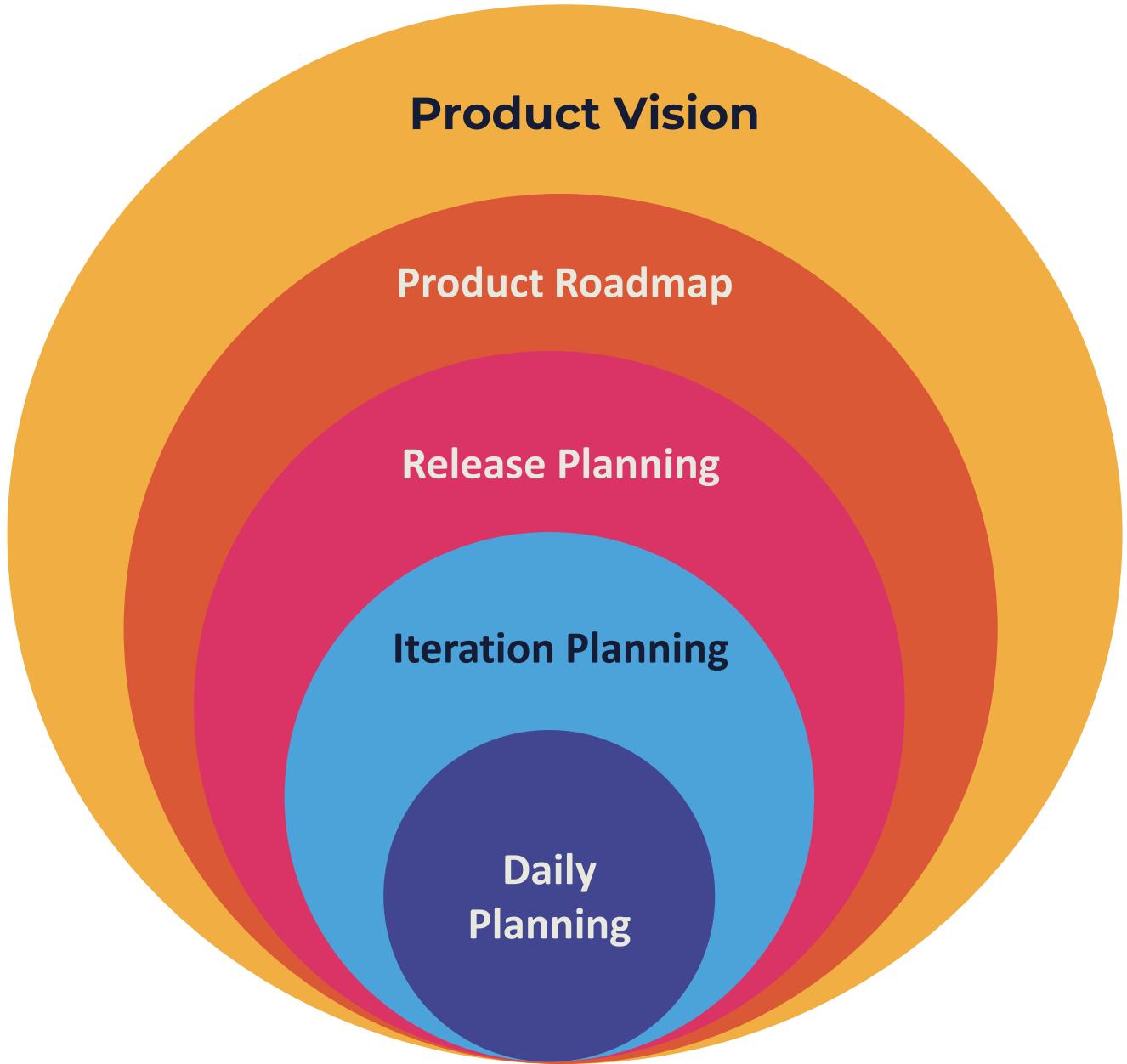
# DEVELOPERS

- Also known as the Development Team
- Self-organized
- Builds the product increments during each Sprint
- Estimates the work
- Decides what can be done during each Sprint
- Cross-functional
- Includes all skillsets such as “QA” or “Tester”
- Every necessary skillset is represented

# SCRUM MASTER

- Servant leader to Developers
- Ensures adherence to Scrum framework and roles
- Facilitates meetings
- Removes impediments (roadblocks, blockers)
- Serves as a buffer to prevent interruptions
- Provides essential tools and resources
- Coaches other team members
- Assists Product Owner with managing backlog
- Serves as Scrum “ambassador” to the organization





## LEVELS OF PLANNING

PRODUCT VISION

# **CREATING THE PRODUCT VISION**

**Interview stakeholders**

**Focus on how a product adds value**

**Motivates Developers**



# PRODUCT VISION

**Why you're building a product**

**Benefits of product**

**Who you're building it for**

**Why you are positioned to develop it**

*Since scope is evolving it is important to share an understanding of what is being created*



# XP Metaphor

Metaphor is an Extreme Programming (XP) technique that **describes a common vision** of how a program works.

Metaphors should be simple and non-technical.

Enables the team to understand the overarching approach that is being taken to provide a capability or solve a problem.





# Product Box – Collaboration Game

Technique used to explain an overarching solution.

Stakeholders try to **describe aspects of a solution** in the same way a marketer might describe **product features and benefits** on a box.

Helps with understanding:

- ✓ Different types of users of a solution
- ✓ Their priorities and likes/dislikes
- ✓ Key aspects of a solution that drive the most critical value aspects

# USER STORIES

Short, simple descriptions of a feature

Told from the user's perspective

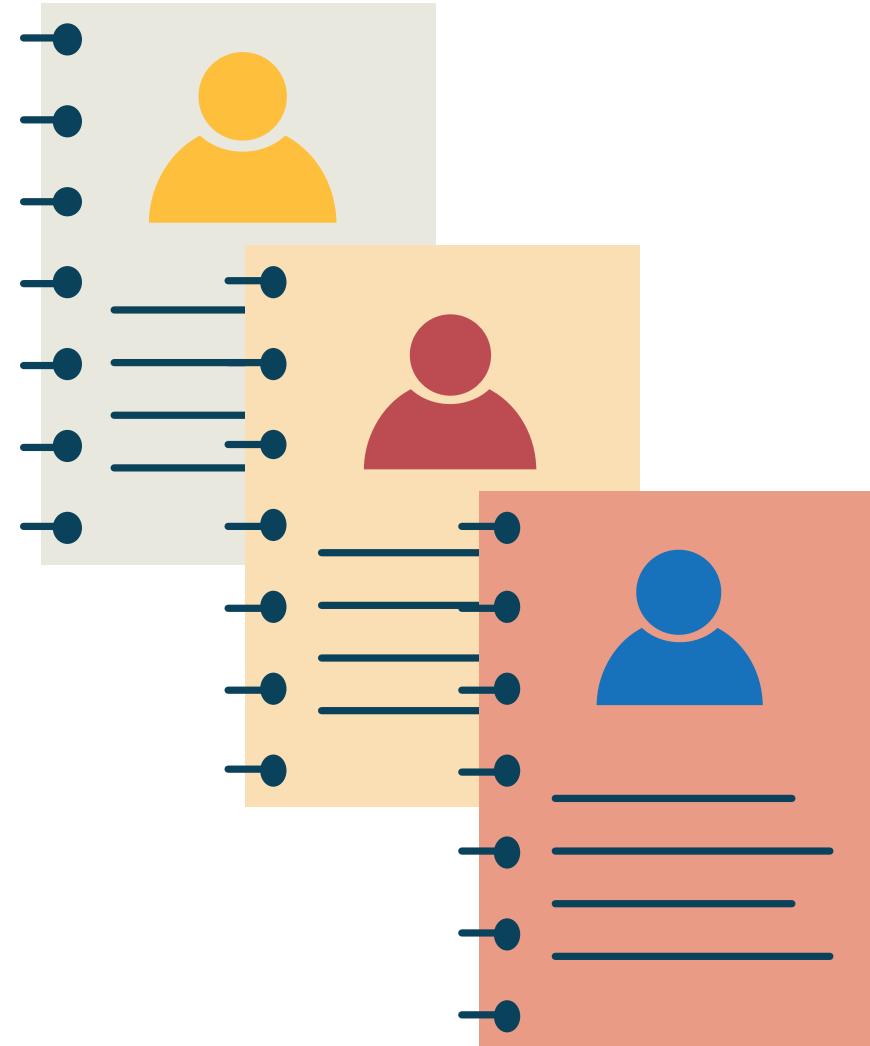
When large or complex, can be called "epics"

Sentence structure:

"As a role, I want functionality, so that business benefit."

Example:

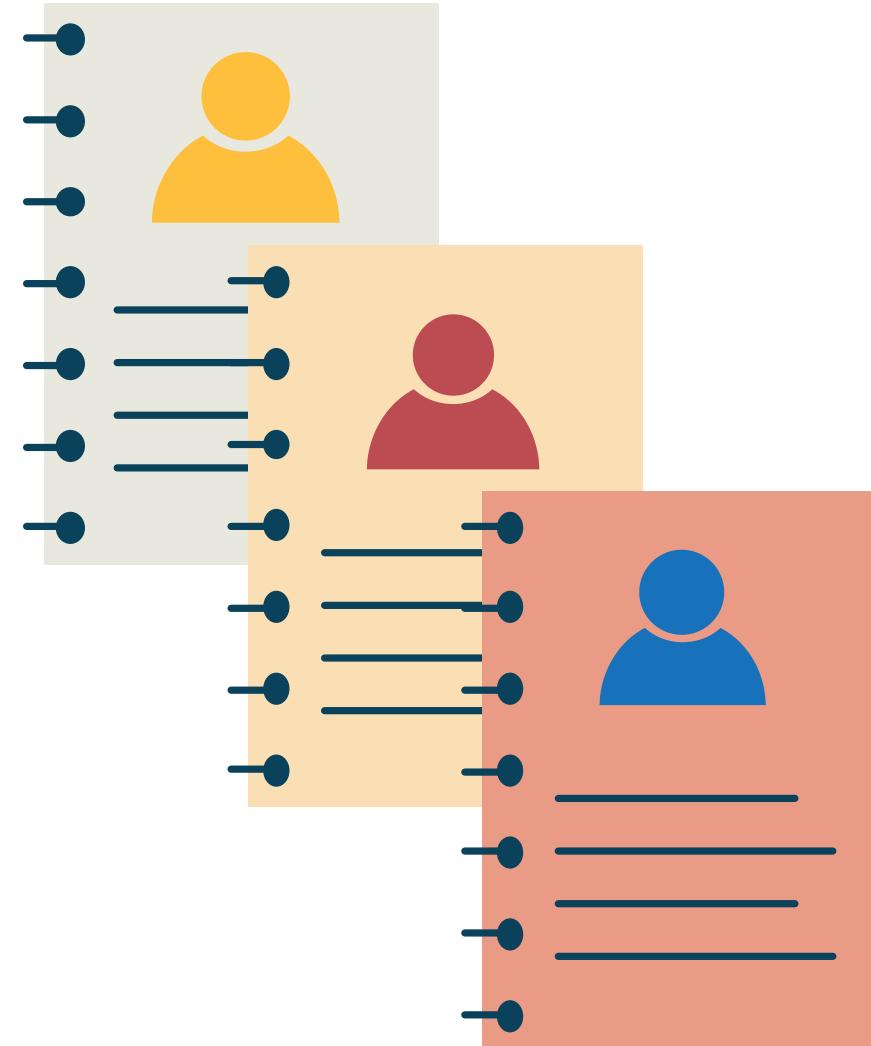
"As a customer, I want my credit card information to be stored, so that I save time when checking out."



# FORMATTING USER STORIES

## INVEST criteria

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable



**More  
about...**

**Course: Supporting Agile Team Performance (2021 Update)**  
**Video: User Stories and Personas (3:49 run time)**

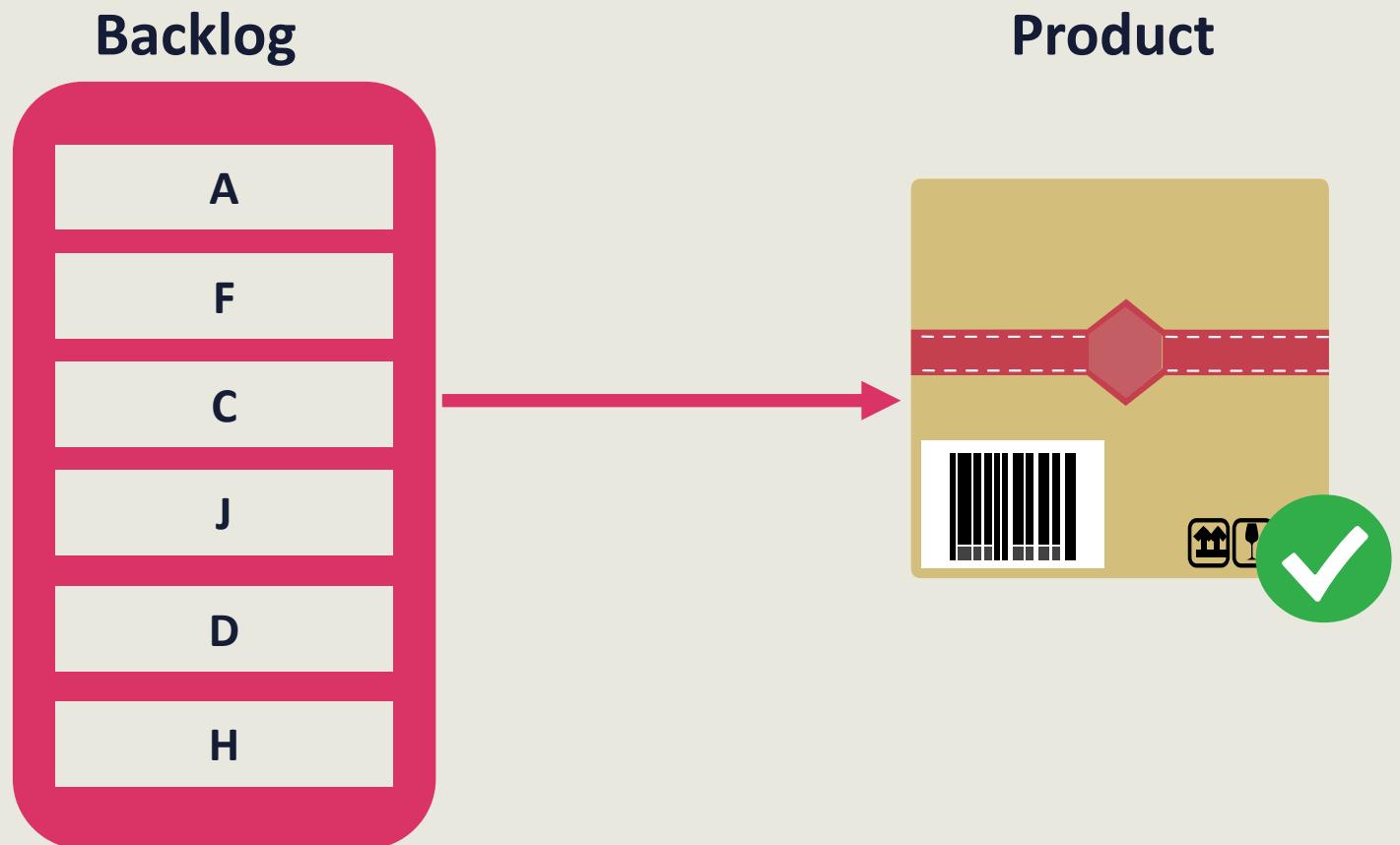
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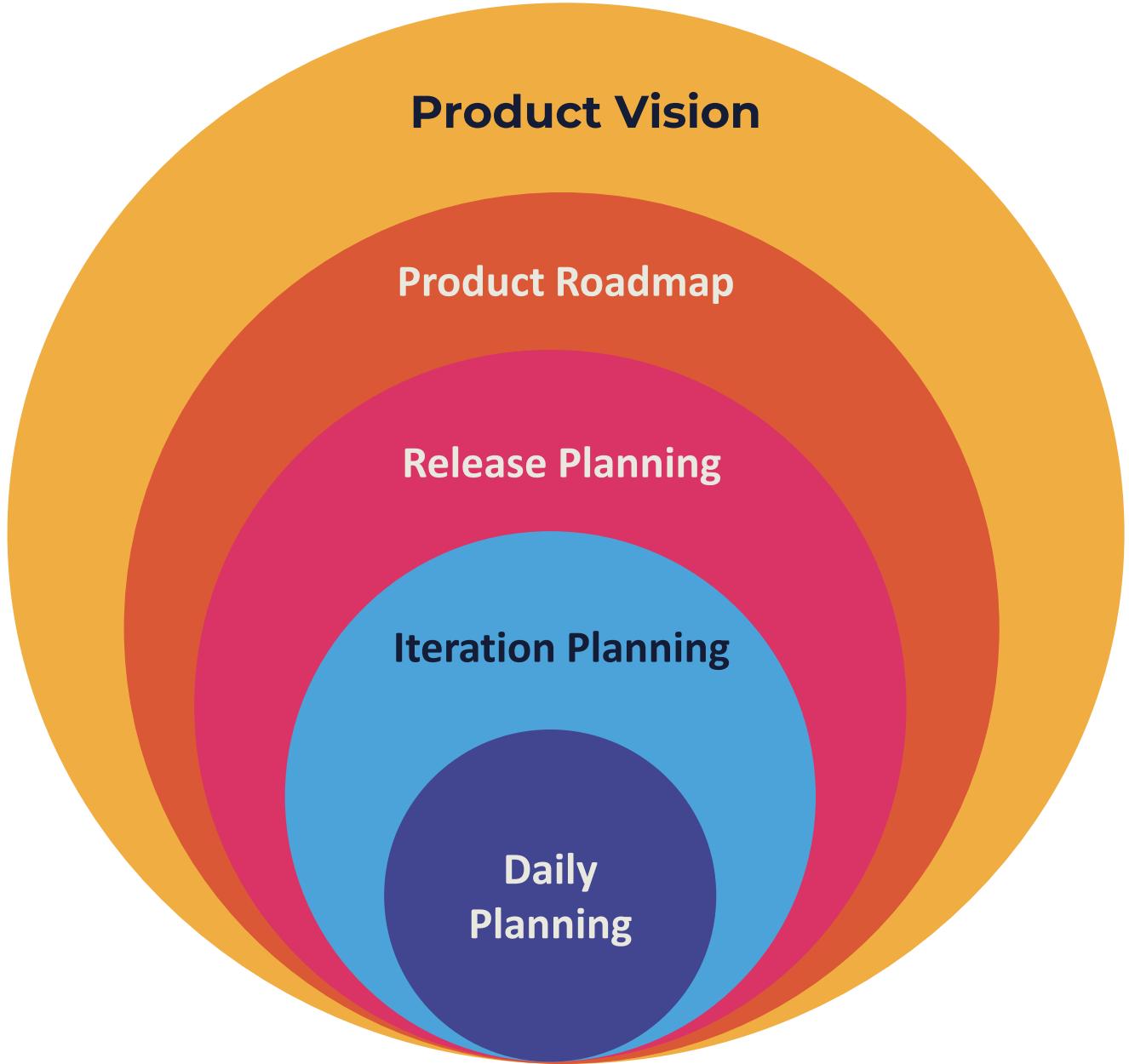
## **User Stories and Personas**



# PRODUCT BACKLOG

- Prioritized list of everything that is needed in the product
- All work should be included
  - Bug fixes
  - Security features
  - Changes
- Single source of product requirements
- Always changing
- Items are added, dropped, and reprioritized based on value
- The product is built incrementally based on work selected from the backlog





# LEVELS OF PLANNING

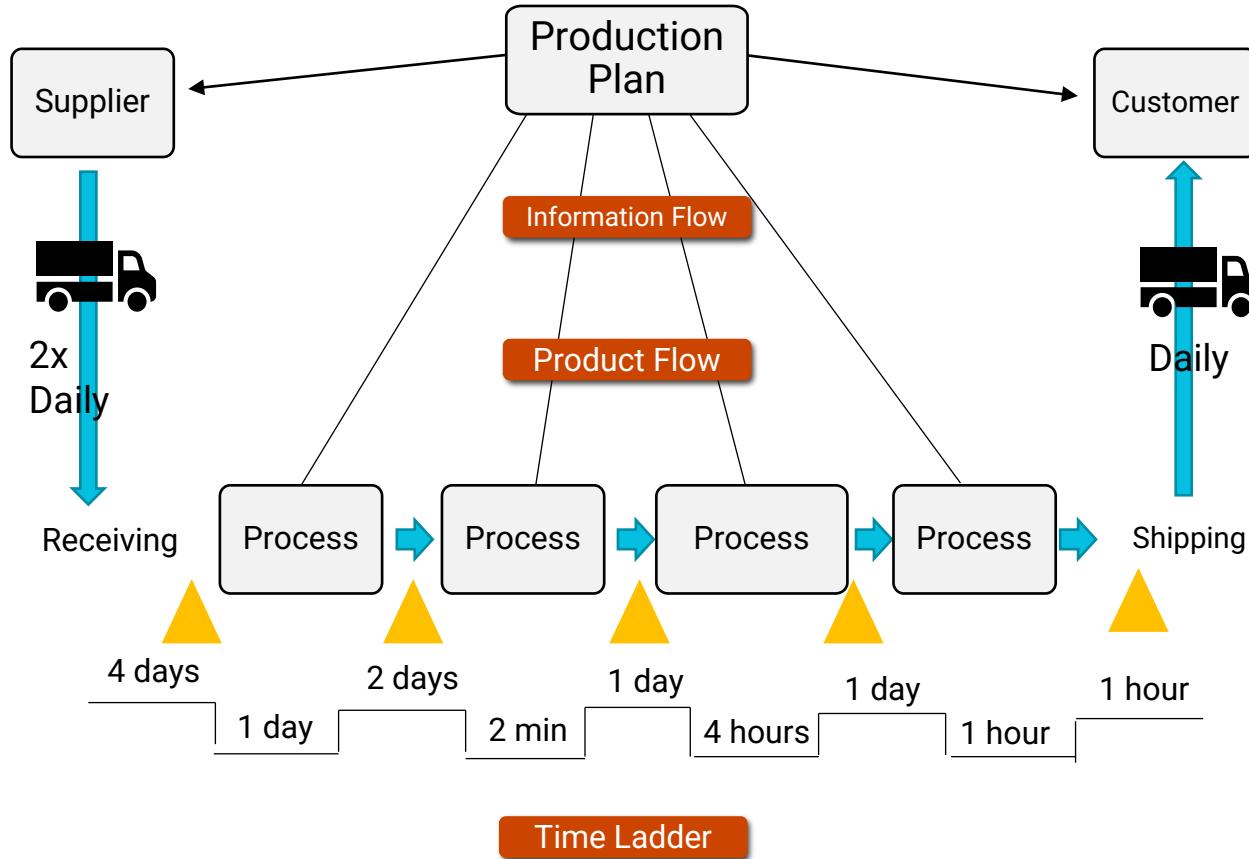
## PRODUCT ROADMAP

# Features and Epics

- ✓ Usually described as a short phrase. This term **groups related functionality together to deliver business value.**
- ✓ Includes activities and efforts such as documentation, bug fixes, testing, and quality/defect repairs.
- ✓ Delivers the capability that can be estimated, tracked, and managed as a set.
- ✓ Epics are responsible for producing a major deliverable, which may include various Agile features, for example.



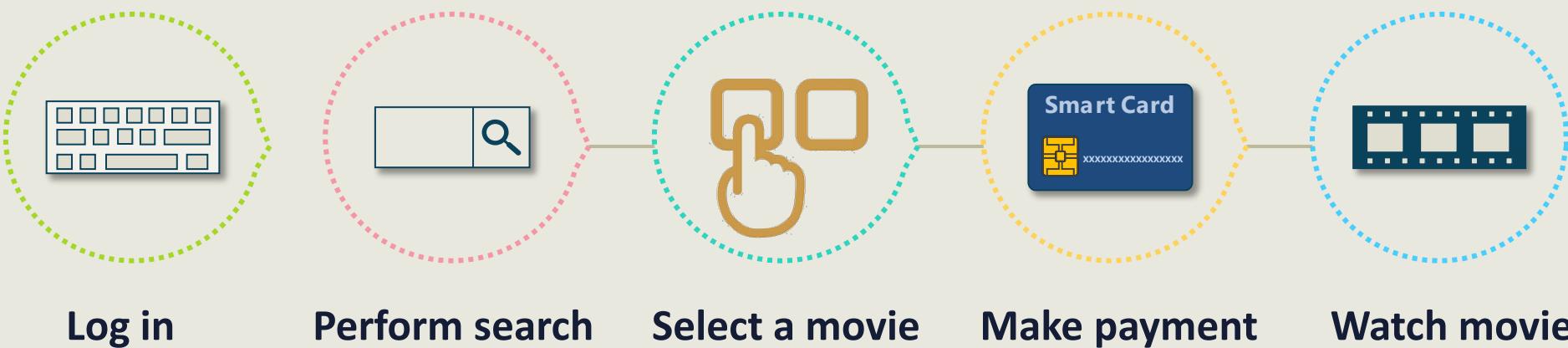
# Value Stream Map



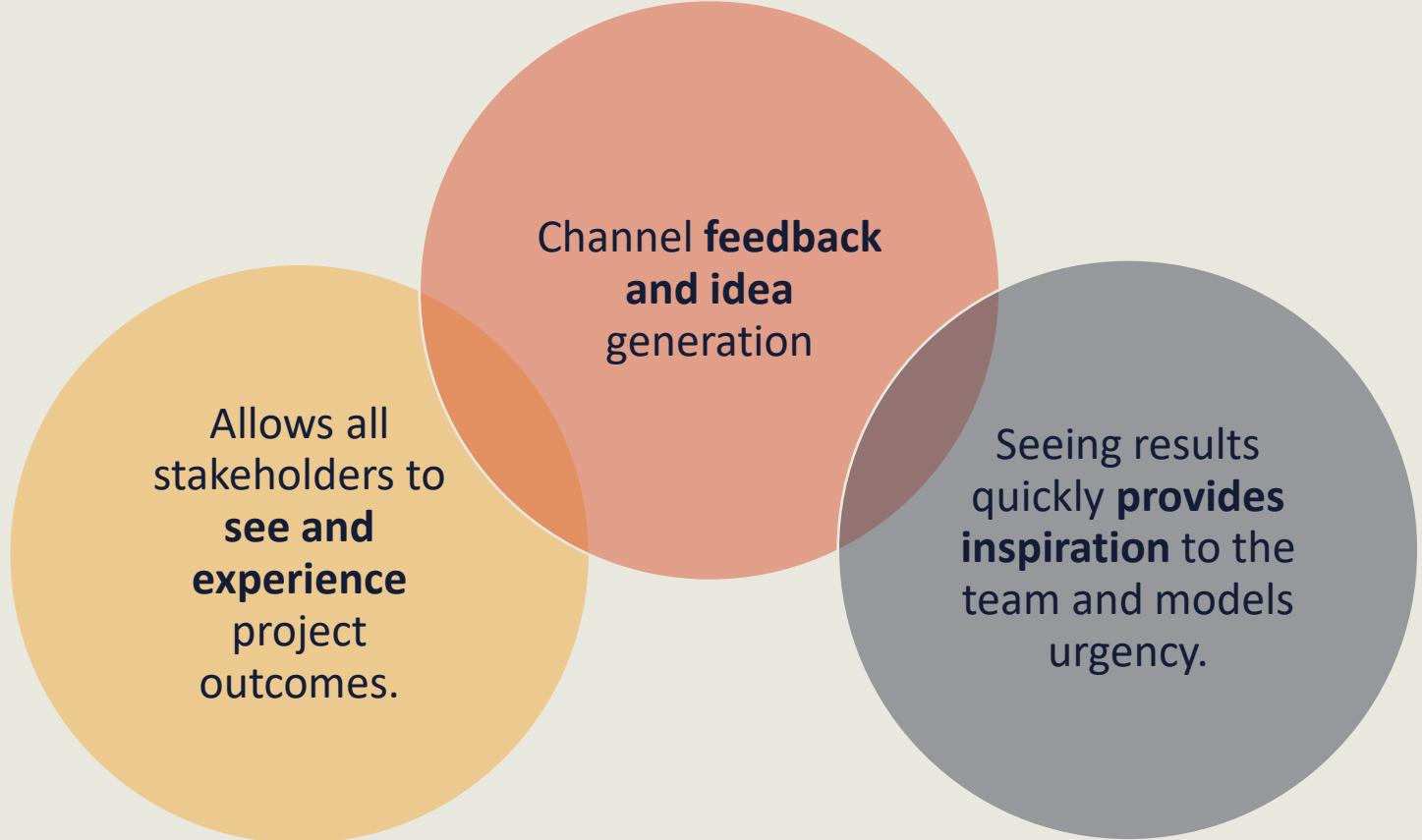
# MINIMUM VIABLE PRODUCT

Based on:

- Customer Journey
- Value Stream Map
- Story Map
- End-to-end functionality
- Example: video streaming service



# Minimum Viable Product (MVP)



# Minimum Business Increment (MBI)

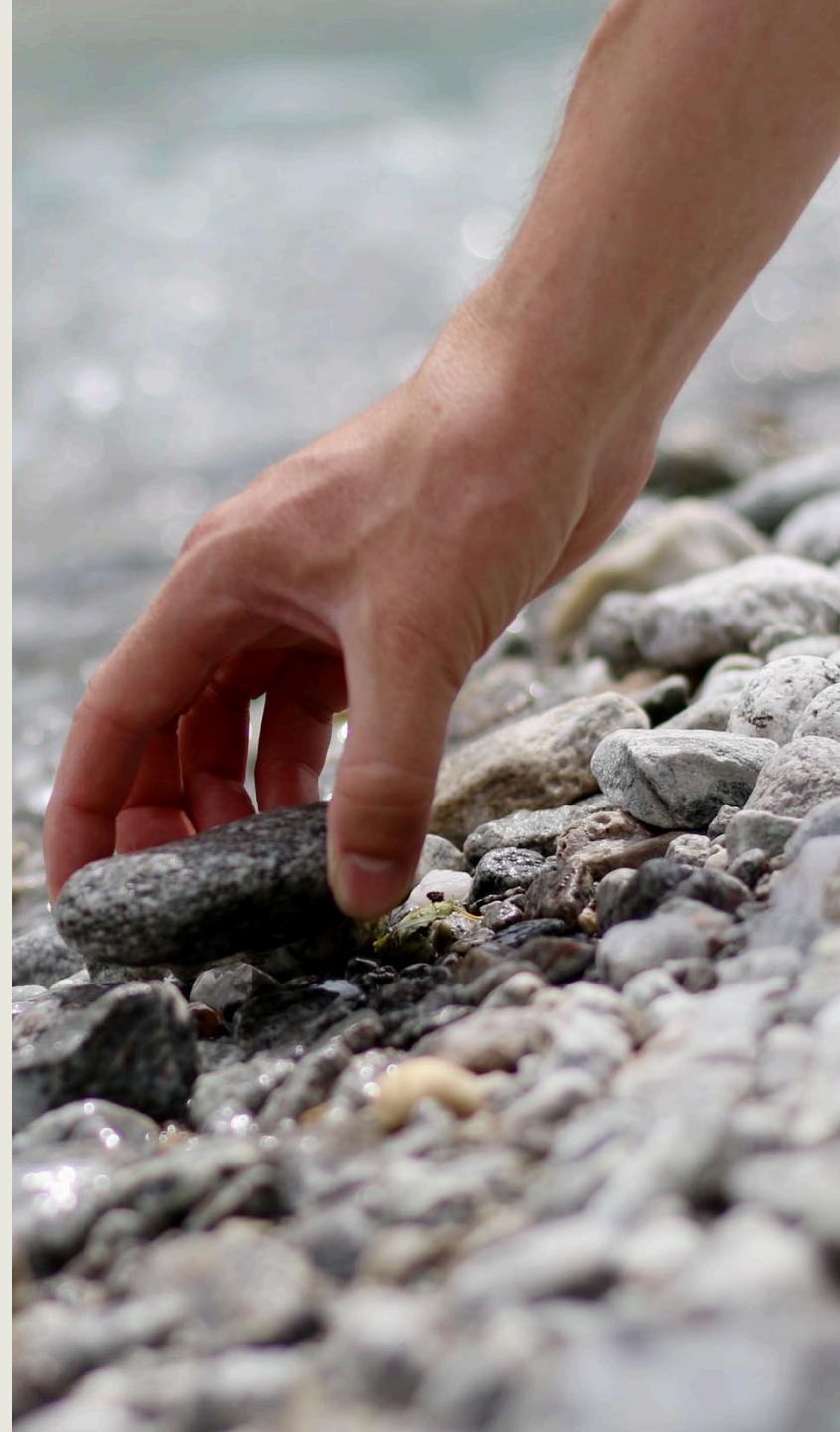
MBI is more viable when an MVP might disrupt the users and business, especially when a basic preliminary product, to gauge interest, is not necessary.

## Optimize use of MBIs by:

- ✓ Ensuring the product and functions are understood.
- ✓ Pinpointing an incremental value increase.

## Advantages of MBIs:

- ✓ Enable project team to deliver value sooner.
- ✓ Help team validate improvements.
- ✓ Enables team to incrementally build on success or pivot as needed.





# Product Roadmaps

- ✓ Vary in appearance and presentation.
- ✓ Display the **strategy** and **direction** of the product and the **value** it will deliver.
- ✓ Lead with the overarching vision of the product.
- ✓ Are progressively **elaborated over time** with information and work inputs and refinement of vision.
- ✓ Use themes (goals) to **provide structure and associations**.
- ✓ Provide **short-term** and **long-term** visualization of the product.

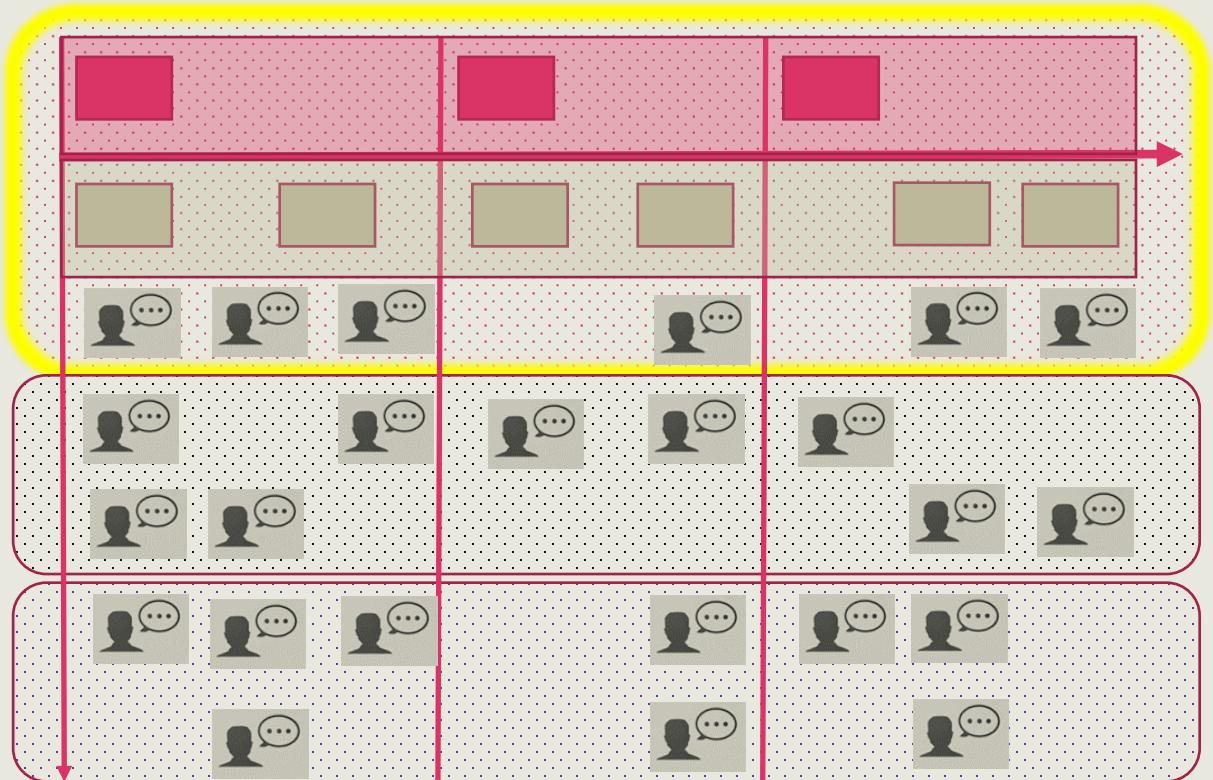
# PRODUCT ROADMAP

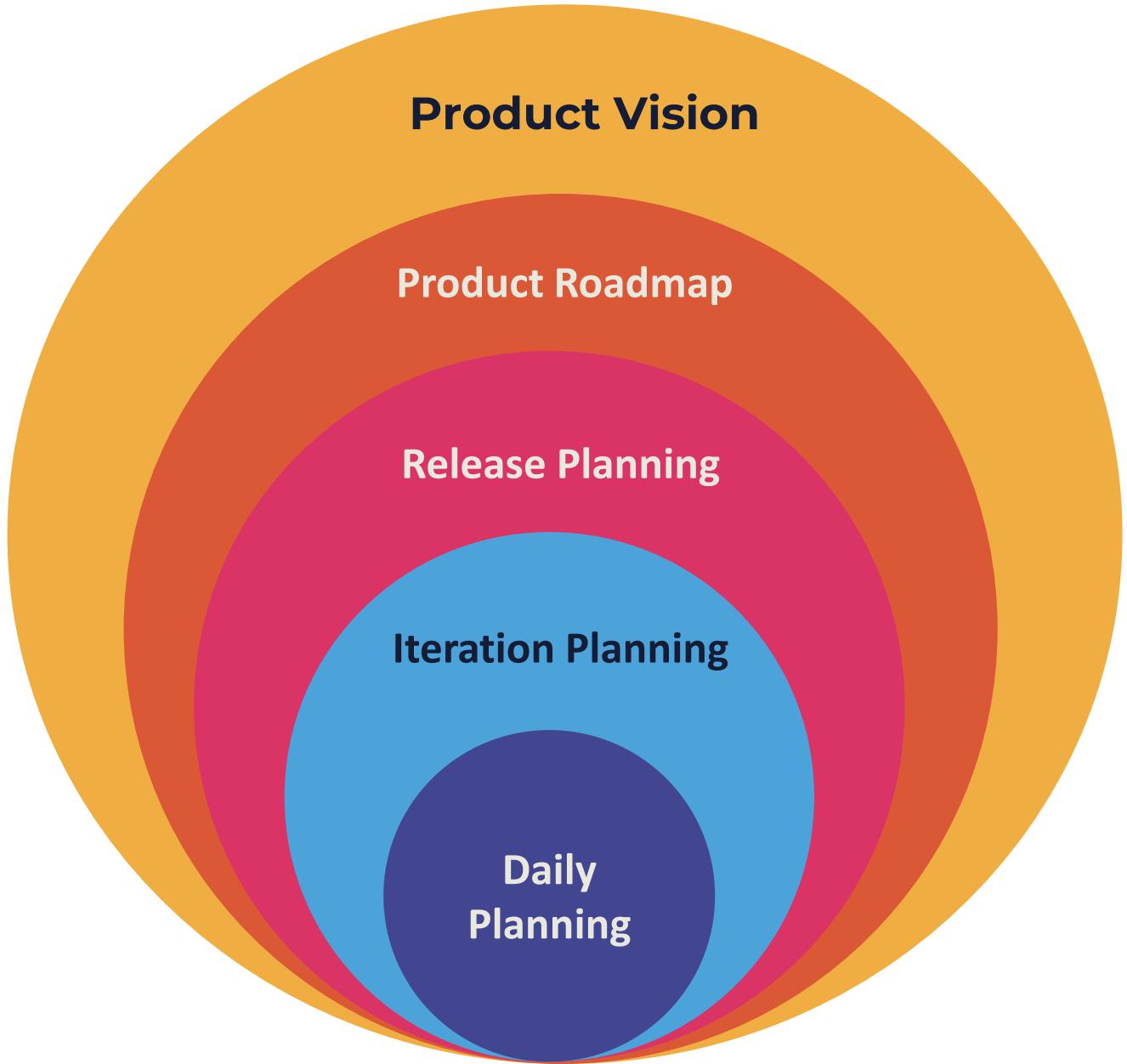
- Story map with timing of deliverables
- Considers priorities against Developers velocity
- Subject to change as backlog is refined
- With each release the product becomes more robust

**1<sup>st</sup> release**

**2<sup>nd</sup> release**

**3<sup>rd</sup> release**





# LEVELS OF PLANNING

## RELEASE PLANNING

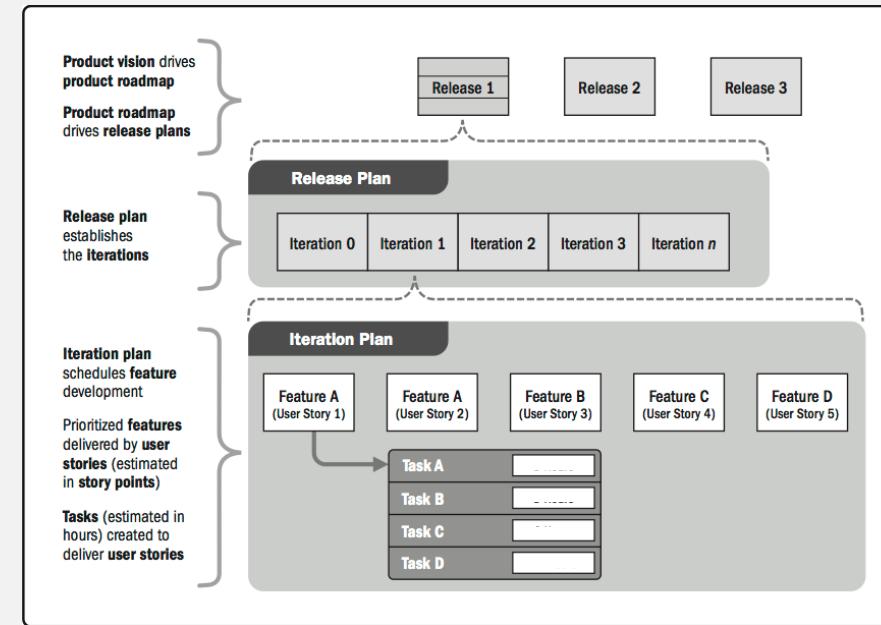


# Working with Features

- ✓ Scheduling aligned to features ensures associated work is coordinated.
- ✓ Estimating features offers visibility to when blocks of functionality can be released to the business and end users.
- ✓ Progress can be measured by drawing a ratio of accepted to remaining features.

# Agile Release Planning

- ✓ High-level summary timeline of the release schedule based on product roadmap and vision for the product's evolution.
- ✓ Determines the number of iterations or sprints in the release
- ✓ Allows product owner and team to decide:
  - how much needs to be developed
  - how long it will take to have a releasable product based on business goals, dependencies, and impediments.



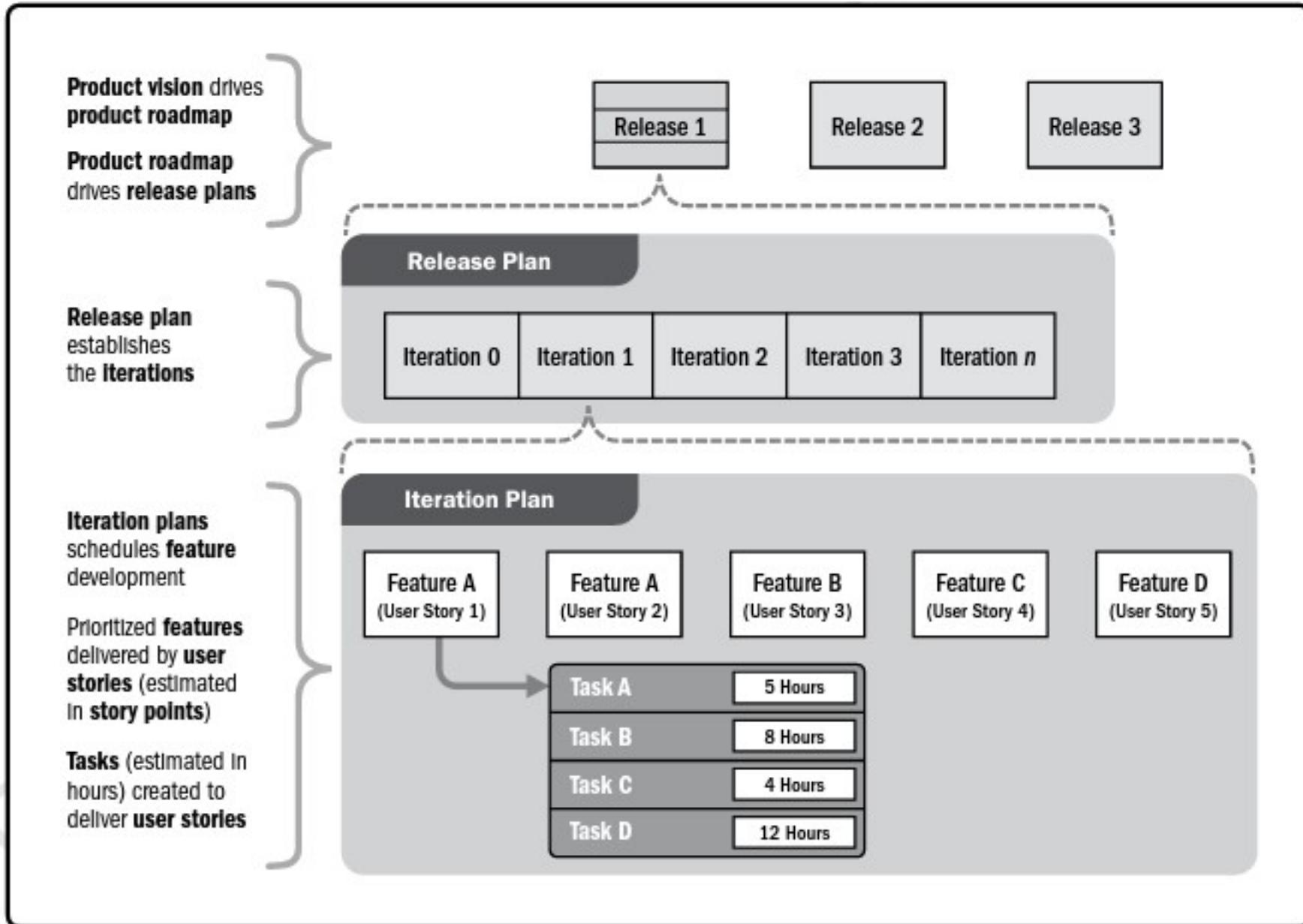


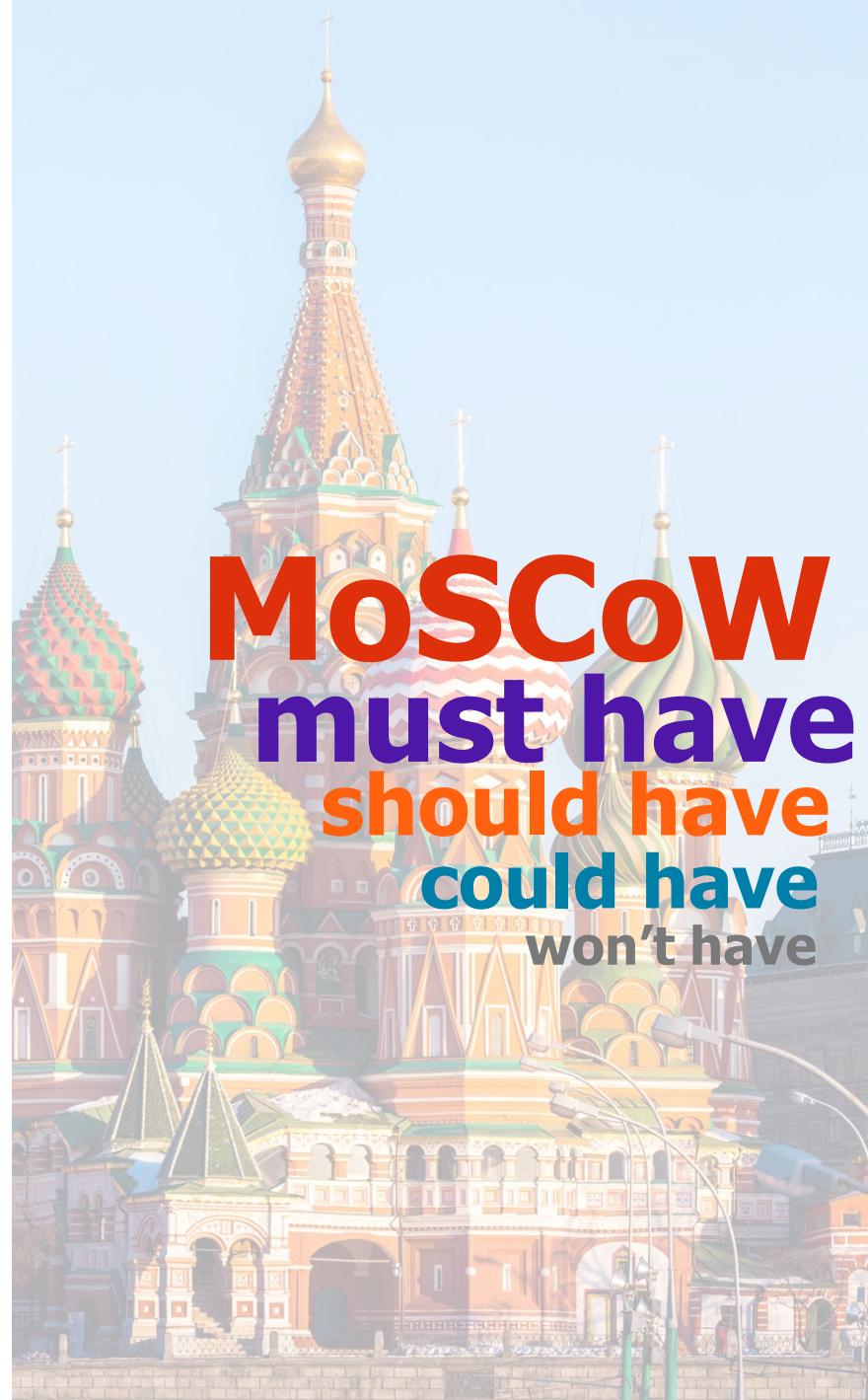
Figure 6-20. Relationship Between Product Vision, Release Planning, and Iteration Planning

# Prioritization Techniques to Determine Objectives

Use appropriate methods to learn the order of work that needs to be done.

These can include:

- ✓ Review product backlog
- ✓ Kano Model
- ✓ MoSCoW (MSCW) Analysis
- ✓ Paired Comparison Analysis
- ✓ 100 Points Method



Course: Deep Dive into the Project Scope (2021 Update)

Video: Agile Approach to Prioritizing Requirements (5:24 run time)

More  
about...

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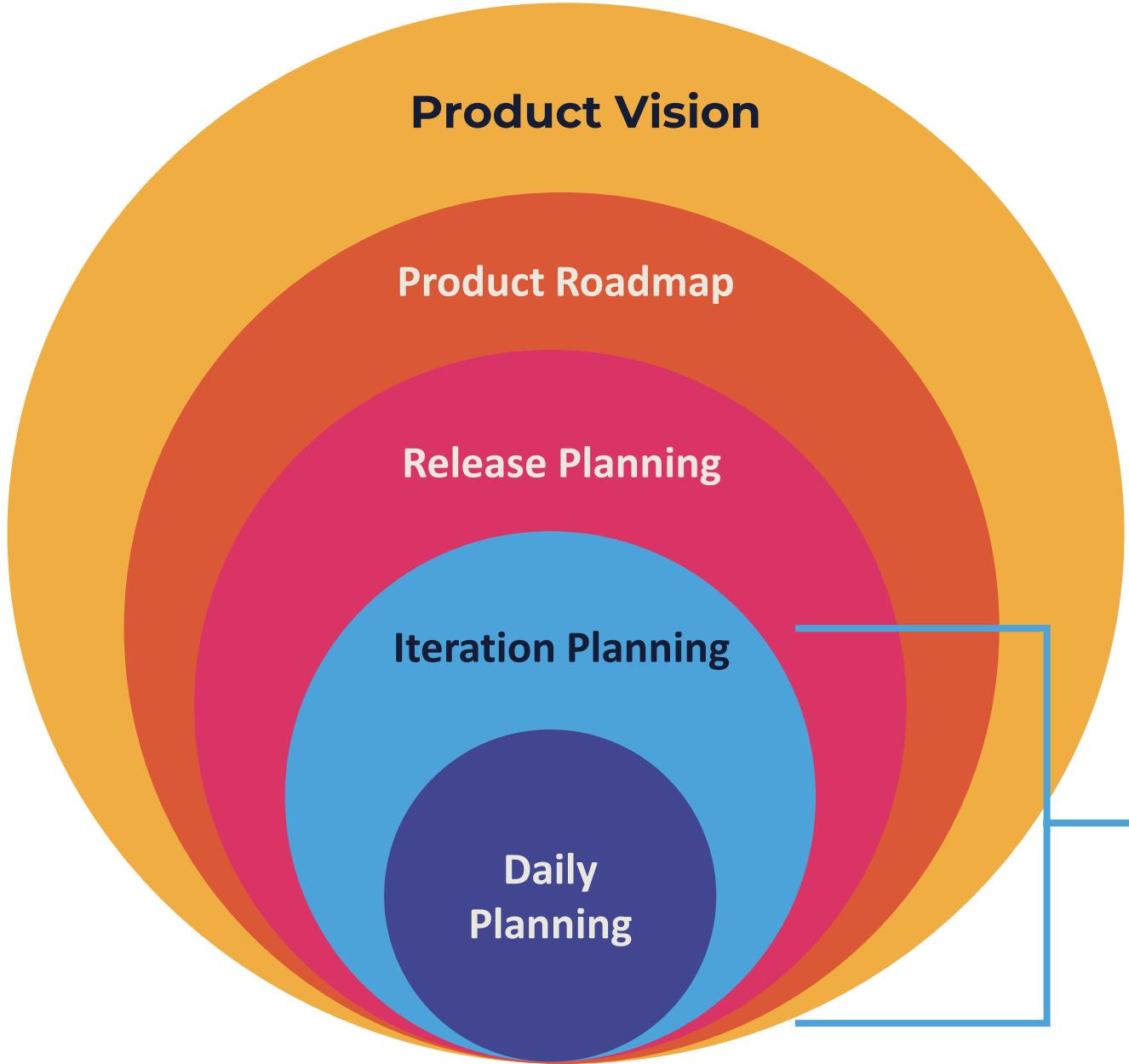
## Agile Approach to Prioritizing Requirements



# Incremental Delivery

- ✓ Enables value delivery sooner.
- ✓ Get higher customer value and increased market share.
- ✓ Allows partial delivery (or previews) to customers.
- ✓ Enables early feedback for the project team allowing for adjustments to the direction, priorities, and quality of the product.





# LEVELS OF PLANNING

**NEXT SESSION**

# Your PMP Bootcamp Course Syllabus

## (Mapped to the PMP Student Manual)

Creating a High-Performing Team		Starting the Project	Doing the Work	Keeping the Team on Track	Keeping the Business in Mind
	Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5
Topic A	Build a Team	Determine Appropriate Project Methodology/Methods and Practices	Assess and Manage Risks	Lead a Team	Manage Compliance Requirements
Topic B	Define Team Ground Rules	Plan and Manage Scope	Execute Project to Deliver Business Value	Support Team Performance	Evaluate and Deliver Project Benefits and Value
Topic C	Negotiate Project Agreements	Plan and Manage Schedule	Manage Communications	Address and Remove Impediments, Obstacles, and Blockers	Evaluate and Address Internal and External Business Environment Changes
Topic D	Empower Team Members and Stakeholders	Plan and Manage Budget and Resources	Engage Stakeholders	Manage Conflict	Support Organizational Change
Topic E	Train Team Members and Stakeholders	Plan and Manage Quality of Products and Deliverables	Create Project Artifacts	Collaborate with Stakeholders	Employ Continuous Process Improvement
Topic F	Engage and Support Virtual Teams	Integrate Project Planning Activities	Manage Project Changes	Mentor Relevant Stakeholders	<b>Plus, BONUS Agile Content!</b>
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			

# BOOTCAMP DAILY SURVEY



LOOK FOR THE SURVEY LINK IN THE CHAT

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!

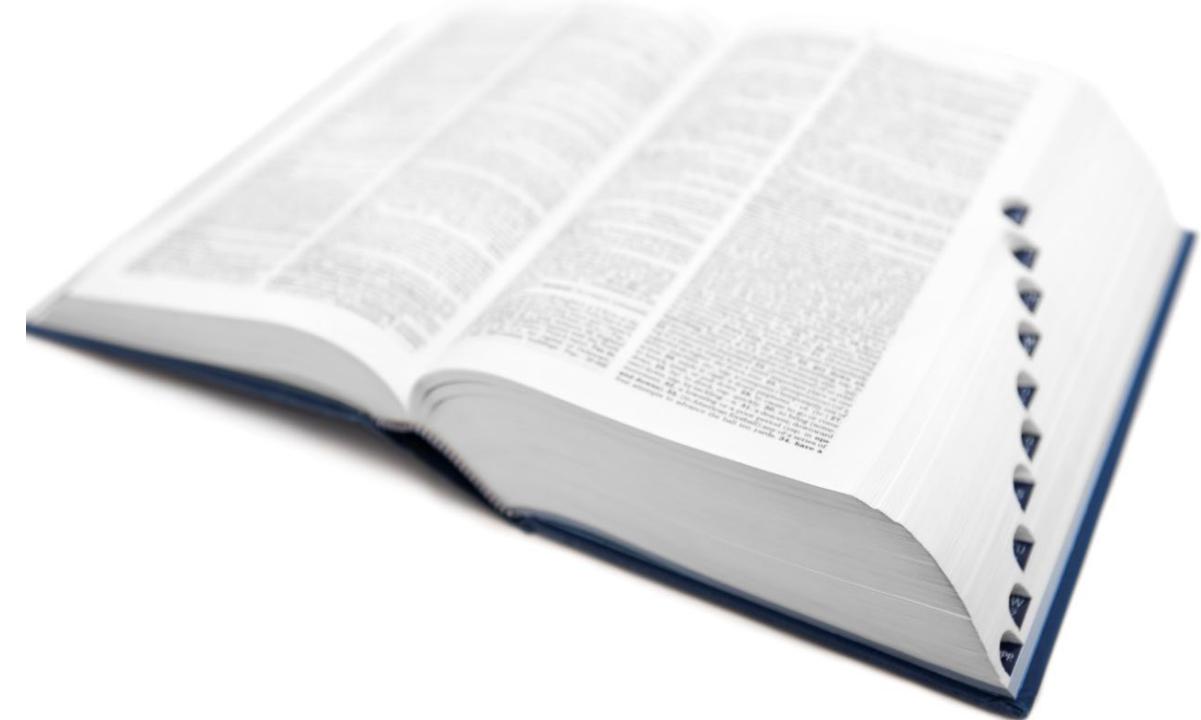
**We sincerely value your opinion!**

A desk lamp with a warm, glowing light is positioned on the left side of the frame, casting a bright beam of light across a dark, textured surface. The lamp has a black base and a flexible, adjustable arm holding a conical shade. The background is a solid, dark gray.

# Additional Resources

# **VOCABULARY**

## FROM TODAY'S SESSION



# Business Value



## DEFINITION

The net quantifiable benefit derived from a business endeavor, the benefit of which may be tangible, intangible, or both.

# Benefits Management Plan



## DEFINITION

A document that describes how and when the benefits of a project will be derived and measured.

# Disciplined Agile



## DEFINITION

A hybrid tool kit that harnesses hundreds of agile practices—agile, lean, and traditional sources—to guide you to the best way of working for your team or organization.

# Benefit Cost Analysis



## DEFINITION

A systematic approach to estimating the strengths and weaknesses of alternatives used to determine options which provide the best approach to achieving benefits while preserving savings. Also called cost-benefit analysis.

# Present Value (PV)



## DEFINITION

The current value of a future sum of money or stream of cash flows given a specific rate of return.

# Net Present Value



## DEFINITION

The present value of all cash outflows minus the present value of all cash inflows.  
NPV is a financial tool used in capital budgeting. NPV compares the value of a currency unit today to the value of the same currency unit in the future, after taking inflation and discount rate into account.

# Internal Rate of Return (IRR)



## DEFINITION

The interest rate that makes the net present value of all cash flow equal to zero.

IRR is also a financial tool often used in capital budgeting.

IRR is the discount rate at which the NPV of the project is zero. It is calculated iteratively, by setting up the NPV calculation in a spreadsheet or other software and changing the discount rate until the NPV equals zero.

# Return on Investment



## DEFINITION

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

Sometimes called the rate of return

Usually expressed as a percentage

A positive ROI is interpreted as a good investment, and a negative ROI is a bad investment.

# Monte Carlo Simulation



## DEFINITION

An analysis technique in which a computer model is iterated many times, with the input values chosen at random for each iteration driven by the input data, including probability distributions and probabilistic branches.

# Simulation



DEFINITION

An analytical technique that models the combined effect of uncertainties to evaluate their potential impact on objectives.

# Decision Tree Analysis



## DEFINITION

A diagramming and calculation technique for evaluating the implications of a chain of multiple options in the presence of uncertainty.

# Project Management Office (PMO)



## DEFINITION

A management structure that standardizes the project-related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. Types of PMOs include supportive, controlling, and directive

# Continuous Improvement



## DEFINITION

An ongoing effort to improve products, services, or processes.

Institute of Quality Assurance definition includes improving business strategy, business results, and customer, employee, and supplier relationships.

# User Stories



DEFINITION

Short descriptions of required functionality; told from user's point of view

# Feature



DEFINITION

A set of related requirements that allows the user to satisfy a business objective or need.

# Epic



DEFINITION

A very large collection of user stories. Epics can be spread across many sprints.