



# **PMP® EXAM PREP BOOTCAMP**

## **Session 1**

**PMI  
Authorized Training Partner**

### **ATTENDENCE TRACKING**

**Percipio Users:**  
Name is based on your log in information in Percipio

**Using Zoom:**  
Enter your first and last name

# Your Instructor

Orlando Sequera, MSPM, PMP®

[www.linkedin.com/in/orlando-sequera-mspm-pmp®-pmi-acp-dasm-dassm-psm-3414478](https://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



## Global Webinar Instructor

15,000+ students a year in Project Mgmt. certification bootcamps



## Program Director

Project Mgmt. graduate degrees



## Sr. Strategy Integrator

For a \$12 billion enterprise in the healthcare field



## Executive Director

For 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



**Susan Daniels** MBA, PMP, PMI-ACP

[linkedin.com/in/susandanielspmp](https://linkedin.com/in/susandanielspmp)

# TARGET AUDIENCE

- Anyone preparing to take their PMP exam and need their 35 contact hours for their PMP application. This Bootcamp also accounts for 35 PDUs to maintain your PMP certification in PMI's CCRS site with Provider (1008) and Course ID (LLPM0015)

## This Bootcamp is not designed for:

- Anyone preparing for the CAPM exam.
  - Check with your Training Coordinator for the Skillsoft CAPM training. Percipio users use the CAPM self-paced courses.

- Note: Most of the topics in this training are aligned with the CAPM exam objectives
- Missing: The Business Analysis Framework topics are not covered in this Bootcamp.

# BREAKS

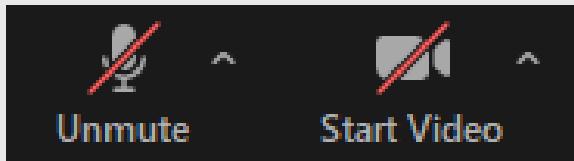


**Yes! We will have periodic breaks.**

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

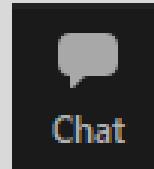


**We are saving  
everyone's  
bandwidth  
usage  
by  
disabling  
cameras and  
microphones**



## WAYS TO PARTICIPATE

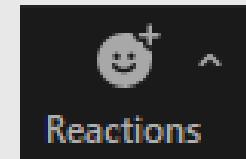
Find the **Chat option** in your Zoom command bar



Change the **To: field** 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

# CHAT vs Q & A

Please use the **Chat** for:

- **Greetings** before the session starts and during breaks
- Once the session starts , the chat may be closed or changed to *Hosts & Panelists Only* to minimize disruptions and focus on important information.
- The instructor may open the chat during the session for student **to respond to the instructor's questions** and create a group dialog.

# CHAT vs Q & A

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 may be open and closed throughout the session to allow us to address questions/issues in a timely manner.
- **Please be very patient, the support team responds to many inquiries per session**

# ACCESSING COURSE MATERIALS in PERCIPPIO- CERTIFICATION PATH

The screenshot shows a dark-themed web page for a certification path. At the top left, it says "Certification Path". On the right, there are buttons for "Ask a Mentor", a rating of "4.8 (95)", a bookmark icon, and a more options icon. The main title is "Project Management Professional (PMP)®". Below the title is a large blue "Start" button. To the right, there's a circular progress bar at 0% completion, labeled "Path not started". Next to it is a blue circle with a white plus sign, labeled "Earn a certification".

Certification Path

Ask a Mentor ★ 4.8 (95)

Project Management Professional (PMP)®

Start

0% Path not started

Earn a certification

Bonus Materials Section – Where you will find the following

- Scheduled Content: Register for a cohort
- Supplemental Content: Self-paced courses
- PMP Resources: Bootcamp resources
- Bookshelf: Related Books (need a books subscription)

Syllabus Section – Where you will find the following:

- PMP Information Area - Short Bootcamp related courses
- Scheduled Content Info – Directs you to the Bonus Material
- Take the Practice Exam – TestPrep Exam(s) available
- Schedule your Exam – Helps you to get started to scheduling

# ACCESSING COURSE MATERIALS in PERCIPIO – PMP CHANNELS

This Bootcamp provides Project Managers with the knowledge and skills needed to attain the Project Management Professional (PMP) certification. This course meets the 35-hour classroom requirement for...

[View More ▾](#)

The screenshot shows the Percipio Learning Platform interface. At the top, there's a banner for the 'PMP ATP' bootcamp. Below it, a navigation bar includes 'Courses', 'Books', 'TestPrep', 'Register and Join Sessions', and four action buttons: 'Watch' (red), 'Read' (green), 'Practice' (blue), and 'Attend' (purple). A dropdown menu labeled 'Resources' is open. On the left, a sidebar titled 'Best Practices for attendance!' contains a red location pin icon and text about PMI requirements for live attendance. The main content area displays a course card for 'PMP ATP Attendance 5-Day and 8-Day' with a duration of '8m 33s'. The card includes a summary: 'Learn how attendance is tracked.'

If you are part of the Onward to Opportunity program,

and you are not sure how to find your resources in Percipio, ...

please check with your O2O advisor about locating your resources or use GitHub

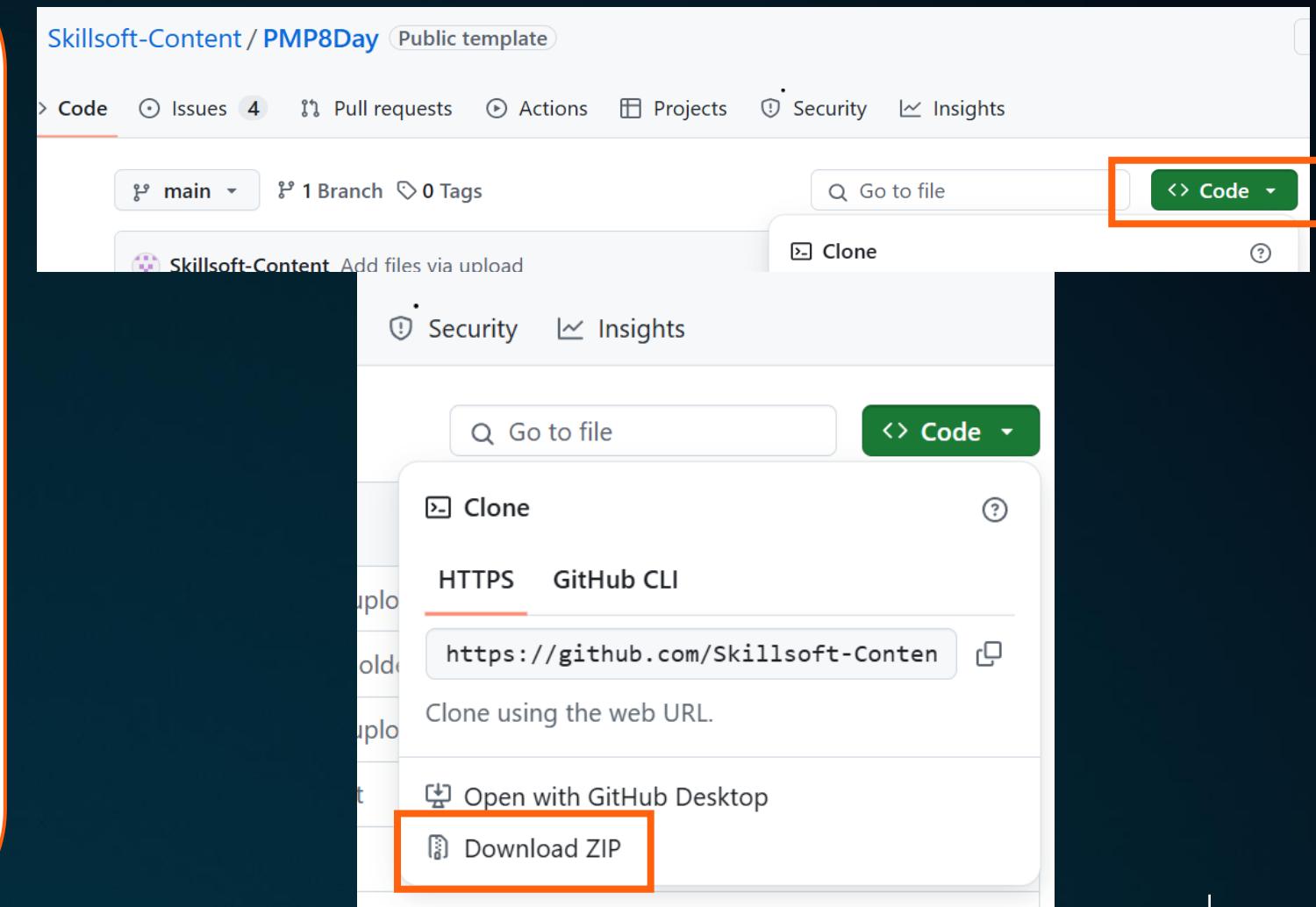
# ACCESSING COURSE MATERIALS in GITHUB

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

Any user can access the resources from GitHub even Percipio users.

1. Click <> Code
2. Download Zip.
3. Right click to unzip the downloaded .zip file.
4. Access the files from the folders.

Also check your learning portal for any available courses, books or test-prep exams



# P M P   L E A R N E R   K I T

- PMI requires that every student enrolled in an Authorized Training Partner (ATP) Project Management Professional (PMP) exam prep course must have a learner kit, regardless of whether they intend to sit the exam or not.
- **Skillsoft's PMP Bootcamp is an ATP PMP exam prep course. As such, to meet PMI's learner kit requirement, Skillsoft requires all Bootcamp attendees to purchase a learner kit.**



# P M P L E A R N E R K I T

- The PMP Learner Kit must be purchased through Skillsoft and redeemed through PMI.
  - Please see the **PMP Learner Kit Instructions** file in your Bootcamp documents in Percipio or GitHub..
  - Please contact your corporate training administrator for support.

- WHAT IF,...
  1. Your organization isn't providing you access to the kit
  2. You have an individual subscription to Percipio, or
  3. You are not a Percipio user, then  
You can purchase a kit using the following URL: <https://www.skillsoft.com/pmp-voucher-offering>



# P M P L E A R N E R K I T

PMI Authorized PMP  
Exam Prep course)

- After your organization provides you access OR if you purchased it on your own, you should receive an invite email from [support@pmi.org](mailto:support@pmi.org). Click on the invite link in the email and follow the process to add the **ATP PMP Exam Prep Student Electronic 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**.



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](#)

# IS LIVE ATTENDANCE REQUIRED?

- **YES**, if you are taking this training to register for the PMP exam
- You are **allowed to miss up to two sessions IF** you make up the sessions by **watching the video replays**.
- If you **miss three or more sessions**, you will need to make up the missed time in those additional missed sessions by **attending live in another 8-day cohort**.
- A **missed session means** you were disconnected for **more than a total of 15 mins** for the duration of the session.
- \*Please see the Bootcamp Calendar for information about upcoming sessions at: <http://calendar.skillsoft.com/>



# ACCESSING THE

# VIDEO REPLAYS

1. Go to: <https://github.com/Skillsoft-Content/PMPReplay>
2. Replays will be available within 2 business days after the session ends.
3. Click on the Excel file for the year you attended the Bootcamp. You won't see a *file open* option, but it is selected.
4. Click the *Download raw file* button on the far left-hand side.
5. Open the downloaded file using this password: pmpB00tcampReplay!



Those are zero's not the letter O. The password is case sensitive.

7. Locate and open the worksheet tab that corresponds with the bootcamp you attended
8. Make a note of the passcode.
9. Paste the provided link into your browser.
10. Complete the required registration steps
11. Input the passcode when prompted  
The password to open the Excel file is NOT the passcode to access the replay.

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

**No limit to watch replays to study**

# STAYING CONNECTED

**Disconnecting from Percipio or Skillport on a regular basis in the Live Session?**

- 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).
- **Track your total time missed/disconnected** from the session over the 4 hours
- **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.

# LOG IN W/ CORRECT NAME

## 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 [support@skillsoft.com](mailto:support@skillsoft.com) to see if they can provide their contact details.

## Joining through Zoom:

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



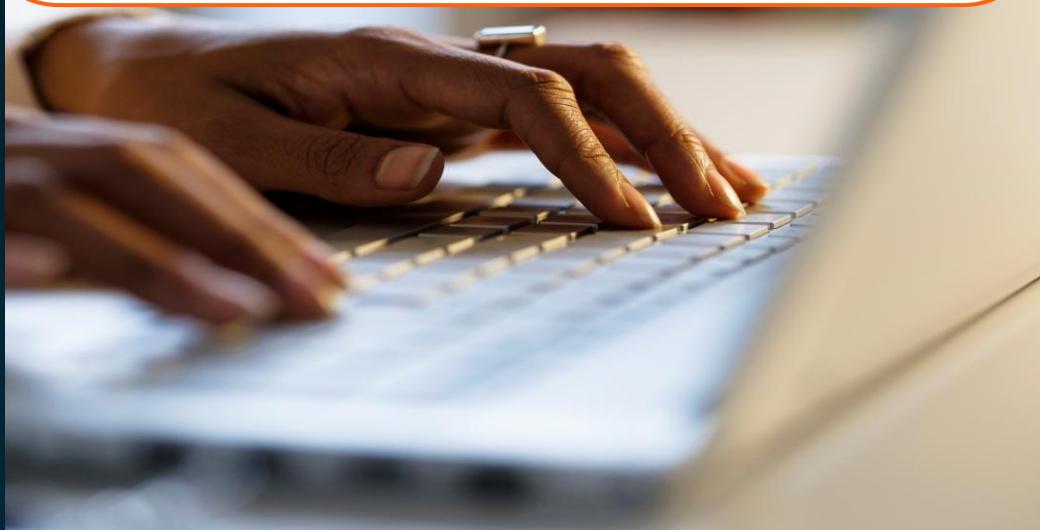
# ATTENDANCE TRACKING

1. Although Percipio and Zoom systems track your grand total time logged in.
  - **YOU HAVE TO TRACK YOUR OWN ATTENDANCE**
2. The mentors can't see/verify that information for you.
3. The attendance tracker is **submitted at the end of the 5 day or 8-week course and not before.**
4. PMI-ACP Attendance Tracker file is a Word document with instructions. It **does not** have your attendance recorded.
5. You will need to fill out the table on page 1 and upload it if you must manually request your certificate of completion. Information on manually requesting certificates is covered in an upcoming slide.

# THE ATTENDANCE TRACKER

## Percipio Users:

Check the **Resources tab** to the right of Attend tab in your Bootcamp channel to download it to your computer.



## All Users:

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

1. Click <> Code
2. Download Zip
3. Right click to unzip the downloaded .zip file.
4. Access the files in the folders

# TRACKING ATTENDANCE EXAMPLE

On Page 1 of your Attendance Tracker  
for each session:

- Record total missed time
- Or
- Record 0, zero, if you have not missed time in a session.

## Calculation Example

Session Starts

- Disconnected: 11:00 AM  
Rejoins: 11:05 AM
- Disconnected: 1:15 PM  
Rejoins: 1:17 PM

Session Ends

Time Missed  $11:05 - 11:00 = 5 \text{ mins}$

Time Missed  $1:17 - 1:15 = 2 \text{ mins}$

**Total Time Missed = 7 mins**

# CERTIFICATE OF COMPLETION

## Percipio Users:

When attending live,..  
always login through Percipio even  
if you are simultaneously logged in  
through Zoom.

- This helps ensure  
Percipio auto generates the  
certificate at the end.

Percipio users may have different  
interfaces/steps to access the  
certificates. Please check the  
Certificates of Completion pdf in your  
resources for the slides that cover  
these interfaces steps under Method 1  
showing how to check to see if your  
certificate auto-generated after the  
last session.

Note: The filename may indicate a date  
when it was last updated.

# CERTIFICATE OF COMPLETION

## PERCIPIO USERS

Your **certificate will not auto generate** after the last session ends **IF** the following situations happen:

1. You didn't log into the Bootcamp through Percipio or the Percipio calendar link for one or more sessions.
2. You missed too much time in one or more sessions.
3. Your organization turned off certificates.

**Then you will have to manually submit an application for the certificate of completion.**

# CERTIFICATE OF COMPLETION

NON PERCPIO USERS and

PERCPIO USERS (who don't have their certificate auto-generated)

- To manually request your official certificate:

Review the instructions in the Attendance Tracker file, which explains how to **manually request a certificate.** **DO NOT** manually request a certificate until **after the Bootcamp is over** and you have **made up any missed session(s)** if applicable.

Attendance Tracker Word document file can be found at:

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

1. Click <> Code
2. Download Zip.
3. Right click to unzip the downloaded .zip file.
4. Access the files in the folders.

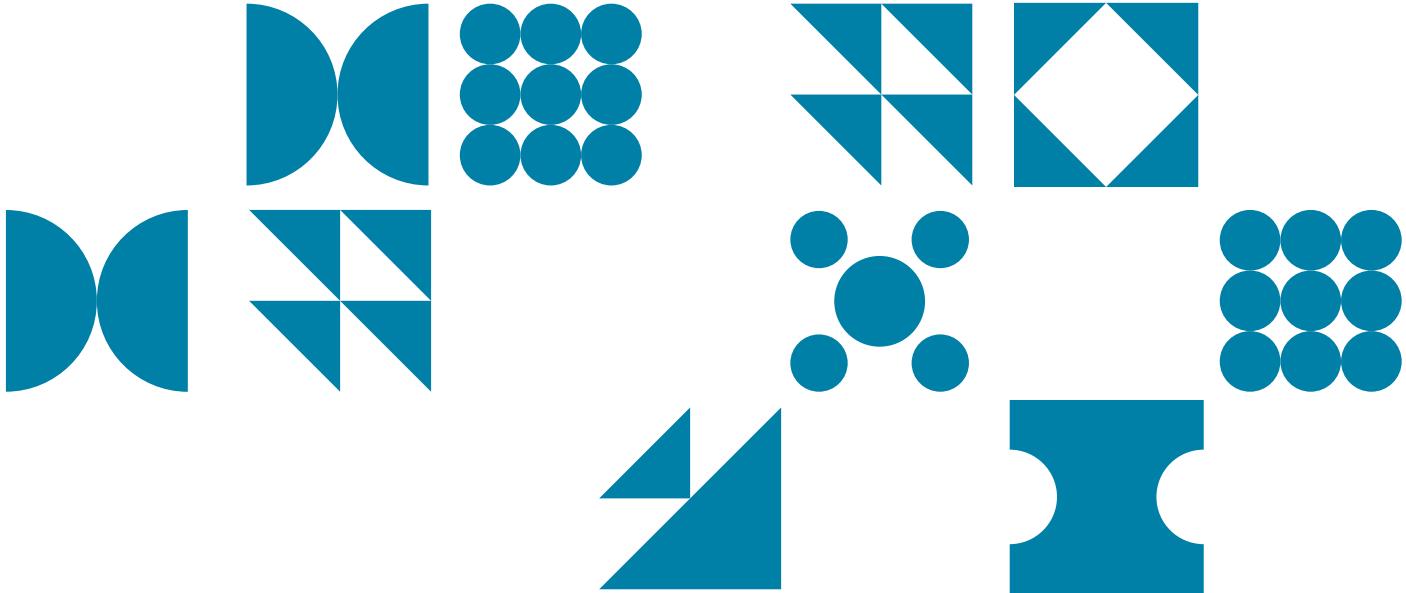


# PMI® AUTHORIZED PMP® EXAM PREP COURSE

Version 3.2 | 2023 Release



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This material is being provided as part of a PMI® course.



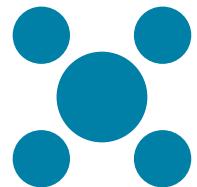
# Welcome

Thank you for joining the PMI<sup>®</sup> Authorized PMP<sup>®</sup> Exam Prep course.

If you've earned your CAPM<sup>®</sup> 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<sup>®</sup> exam preparations.



# You, Getting Certified

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- Four-year degree
- 36 months leading projects
- 35 hours of project management education/training or CAPM® certification

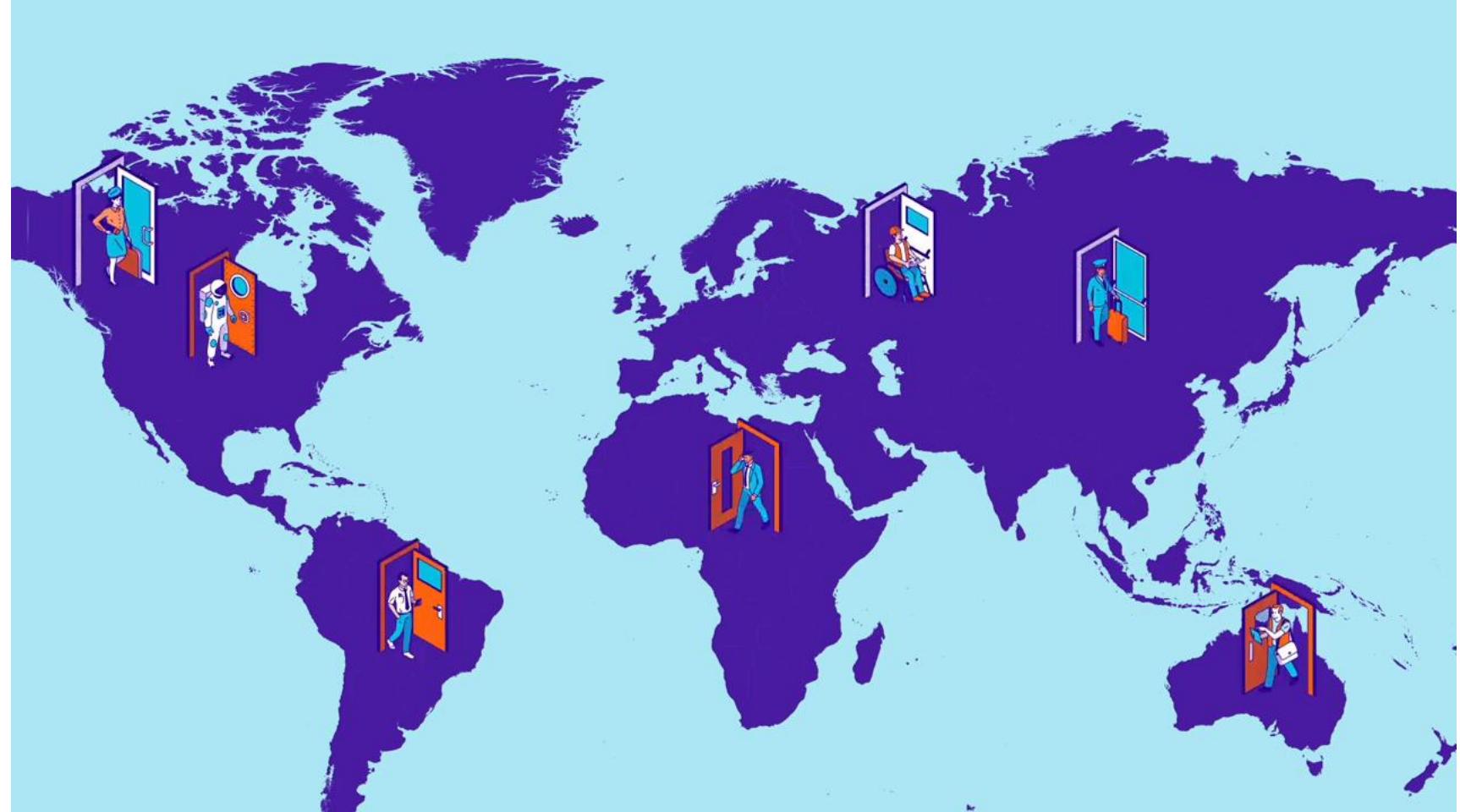
— OR —

- 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

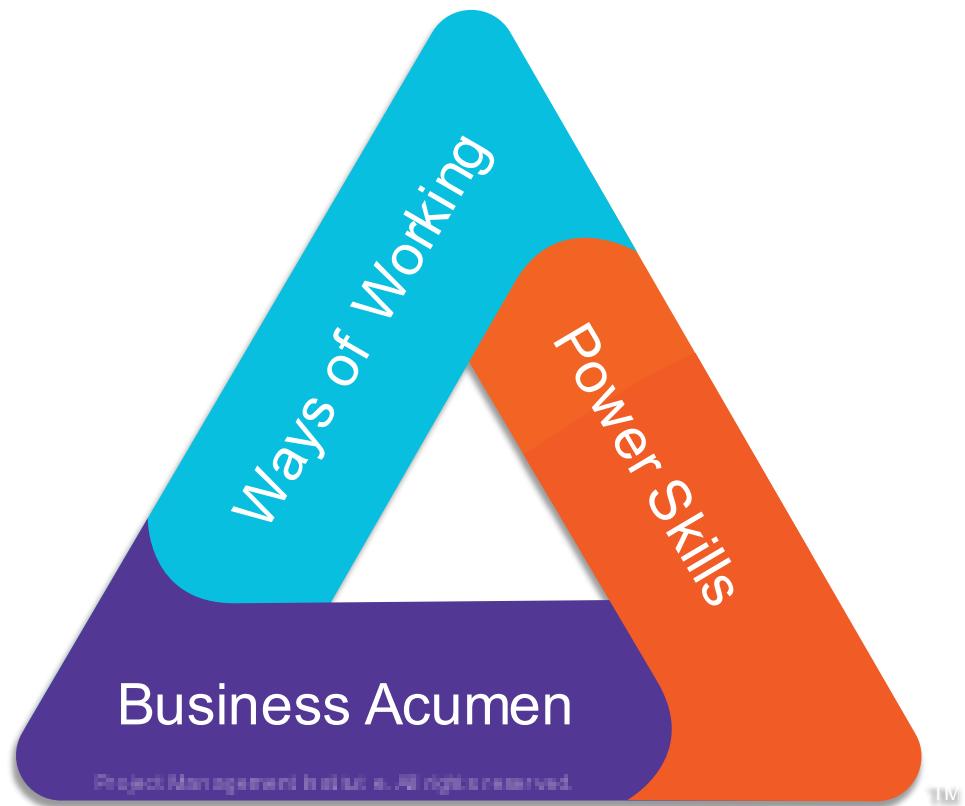
The PMP® exam includes content that spans the value delivery spectrum, including **predictive**, **adaptive** and **hybrid** approaches. It was updated in 2021 to reflect the fuller complement of skills and approaches found in our dynamic and global profession.

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

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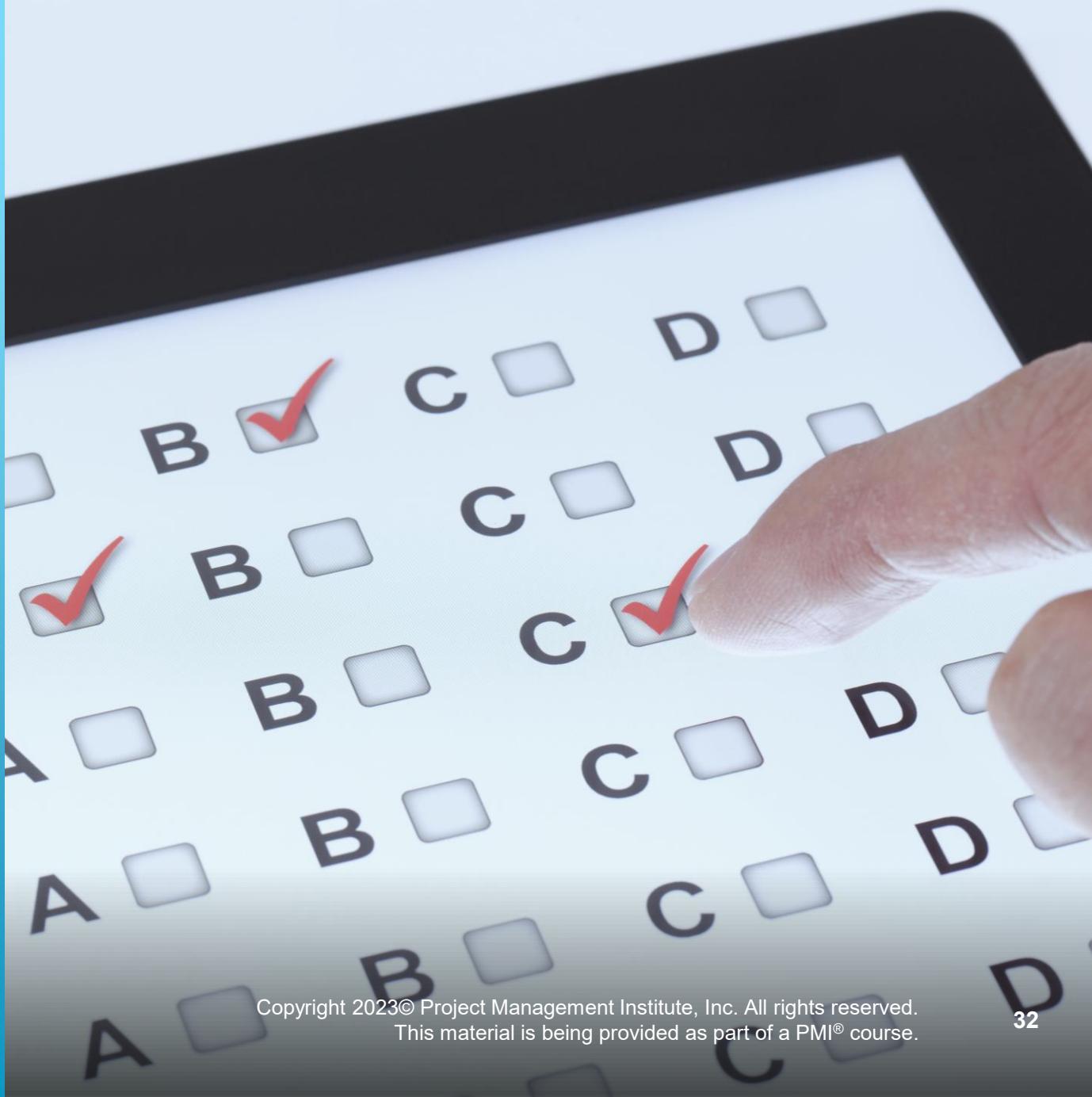
The learning topics in this training come directly from the PMP® exam content outline (ECO). The ECO is the basis for the PMP® exam.

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

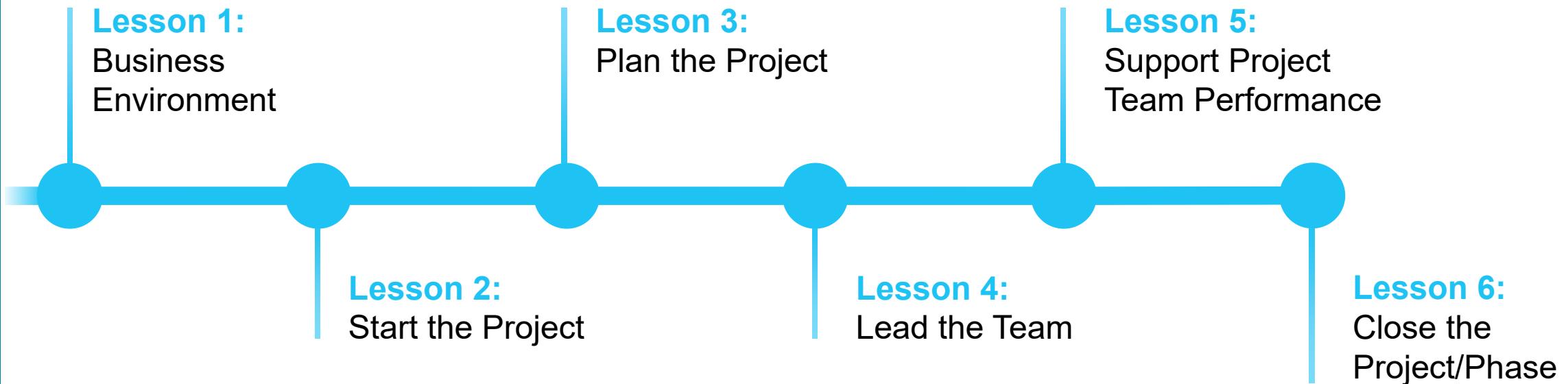
The ECO was created by a global selection of PMI members who hold the PMP® certification and work in diverse industries. It includes what they think you need to know to do the job, including experience and broader business concepts.

# 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



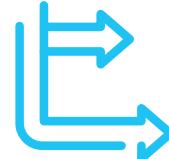
# Contents



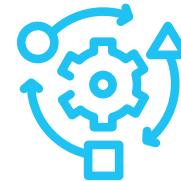
# About This Course

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**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.

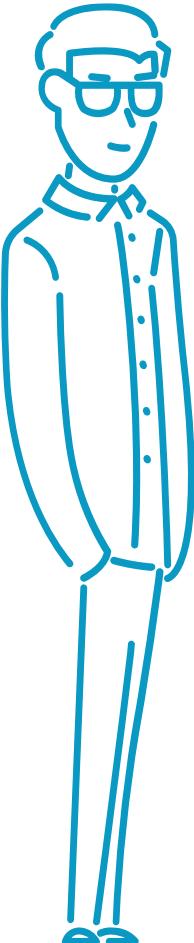
*Example: Project Management | Defined words are colored or an asterisk (\*) is placed next to them.*



Definition Slider

# Project Case Study:

## Student Resource



# SHAWPE

— INDUSTRIES —

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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

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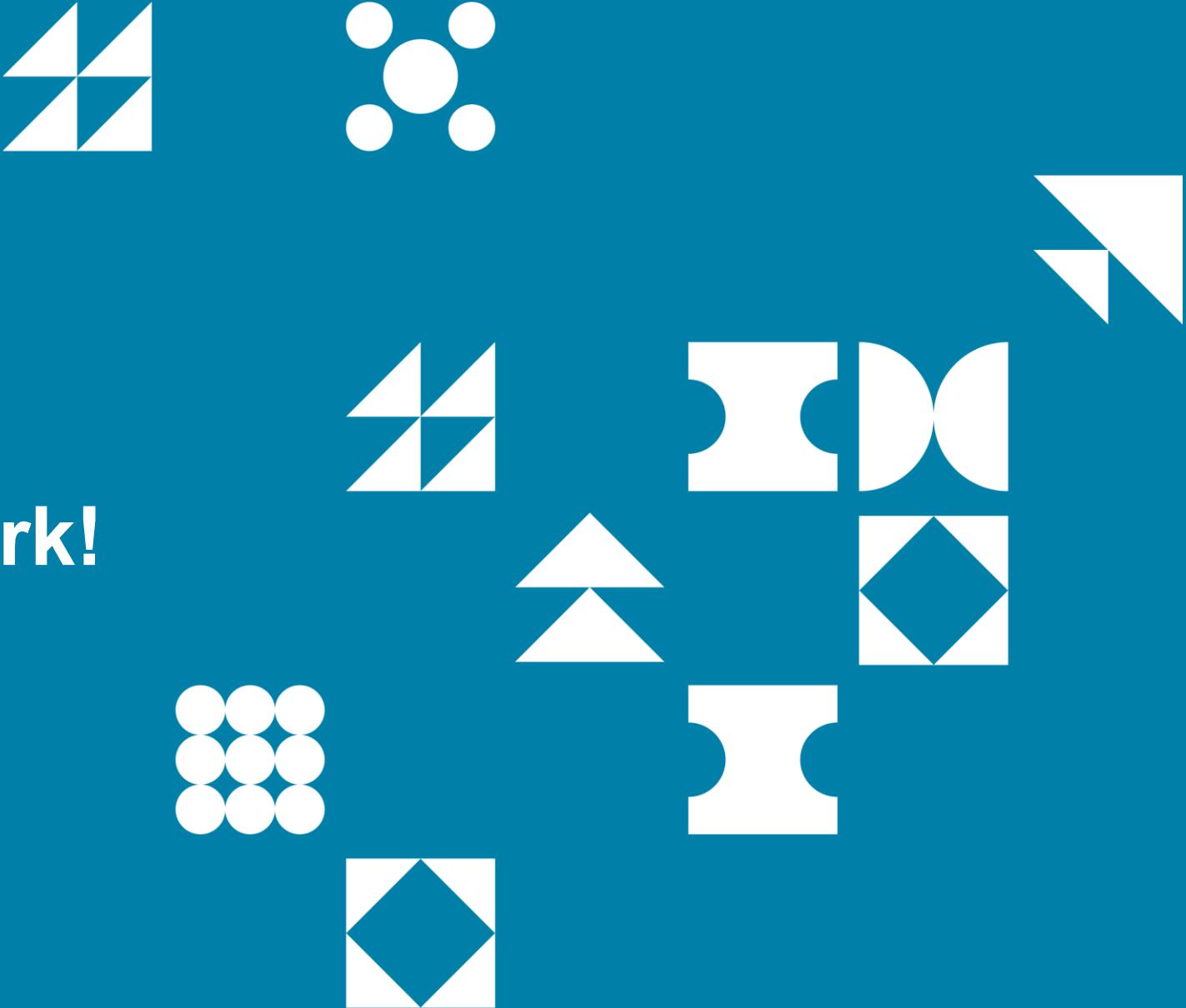


The project team will develop and build a “lifestyle centre” in the historic Oasestown district, including design and occupancy of retail and community spaces

- 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

	<b>Business Environment Lesson 1</b>	<b>Start the Project Lesson 2</b>	<b>Plan the Project Lesson 3</b>	<b>Lead the Project Team Lesson 4</b>	<b>Support Project Team Performance Lesson 5</b>	<b>Close the Project/Phase Lesson 6</b>
Topic A	<b>(1A) Foundation</b>	(2A) Identify and Engage Stakeholders	(3A) Planning Projects	(4A) Craft Your Leadership Skills	(5A) Implement Ongoing Improvements	(6A) Project Phase/Closure
Topic B	<b>(1B) Strategic Alignment</b>	(2B) Form the Team	(3B) Scope	(4B) Create a Collaborative Project Team Environment	(5B) Support Performance	(6B) Benefits Realization
Topic C	<b>(1C) Project Benefits and Value</b>	(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



# Learning Objectives

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- 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

## 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: <ul style="list-style-type: none"><li>Activities completed in a distinct or linear fashion</li><li>New phase begins only when the previous phase is completed</li></ul>	<ul style="list-style-type: none"><li><b>Project sponsor</b> authorizes project</li><li>Team led by <b>project manager</b></li></ul>	<ul style="list-style-type: none"><li>Deliverables transitioned to customer at completion</li><li>Value realized in both short and long term</li></ul>
 Change-based approach: <ul style="list-style-type: none"><li>Agile, incremental or iterative development</li><li>Timeboxed cadence (iterations/sprints) or continuous flow</li></ul>	<ul style="list-style-type: none"><li><b>Product owner</b> controls value proposition</li><li><b>Project team</b> delivers work</li><li>Process roles include <b>team lead, scrum master, agile coach, facilitator</b></li></ul>	<ul style="list-style-type: none"><li>Iterative or incremental delivery to customer during life cycle</li><li>Regular customer feedback cycle enables continuous development of value toward a "final" product</li></ul>
 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)

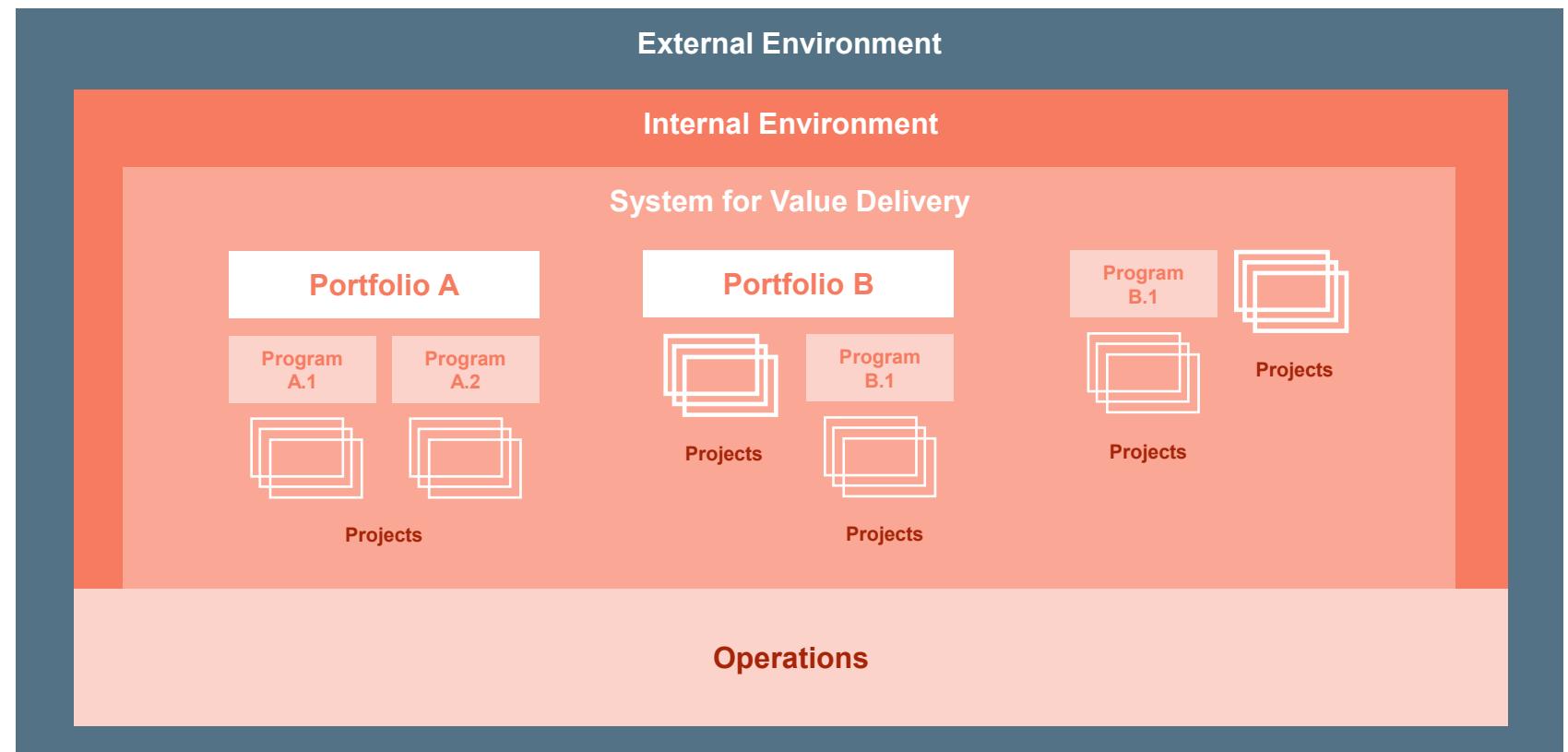
*aka Value Delivery Office (VDO)*

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



# 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

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- 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

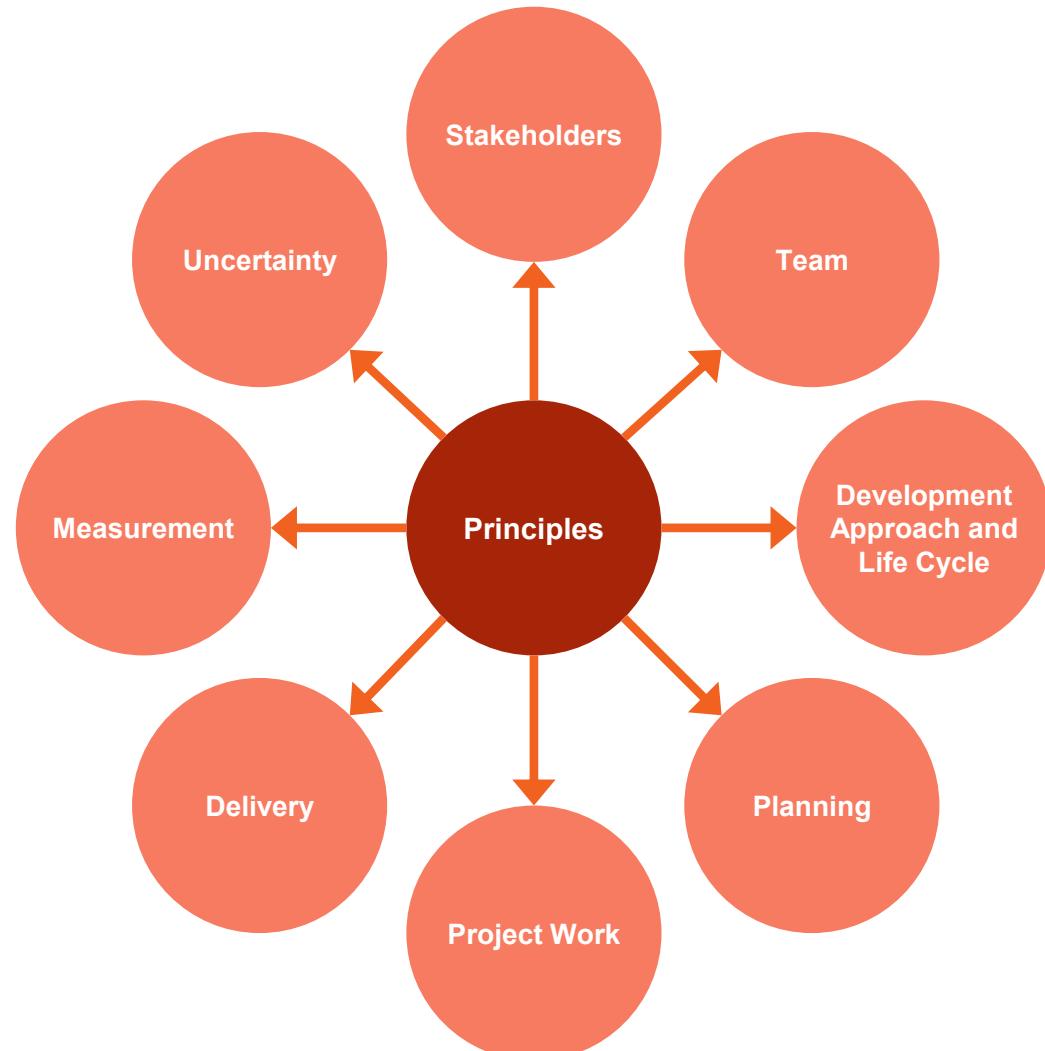
## Guidance for All Project Practitioners

- 
- 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

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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:

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

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

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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

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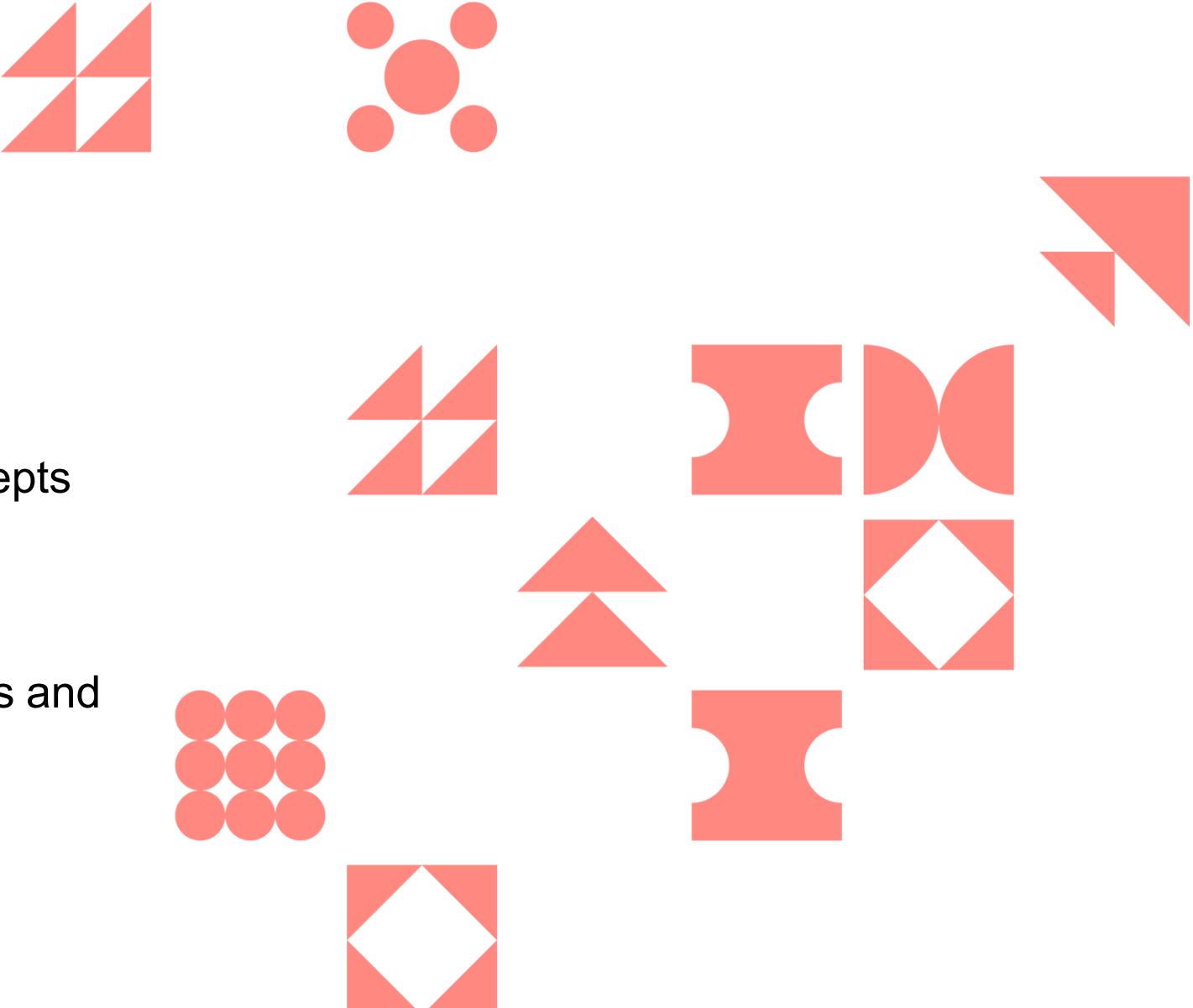
Apply product knowledge, delivery cadence and awareness of the available options to select the most **appropriate development approach**

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

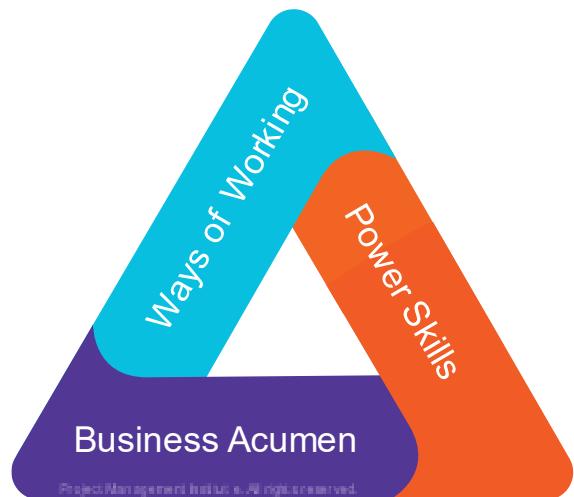




# Strategic Alignment

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



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

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.

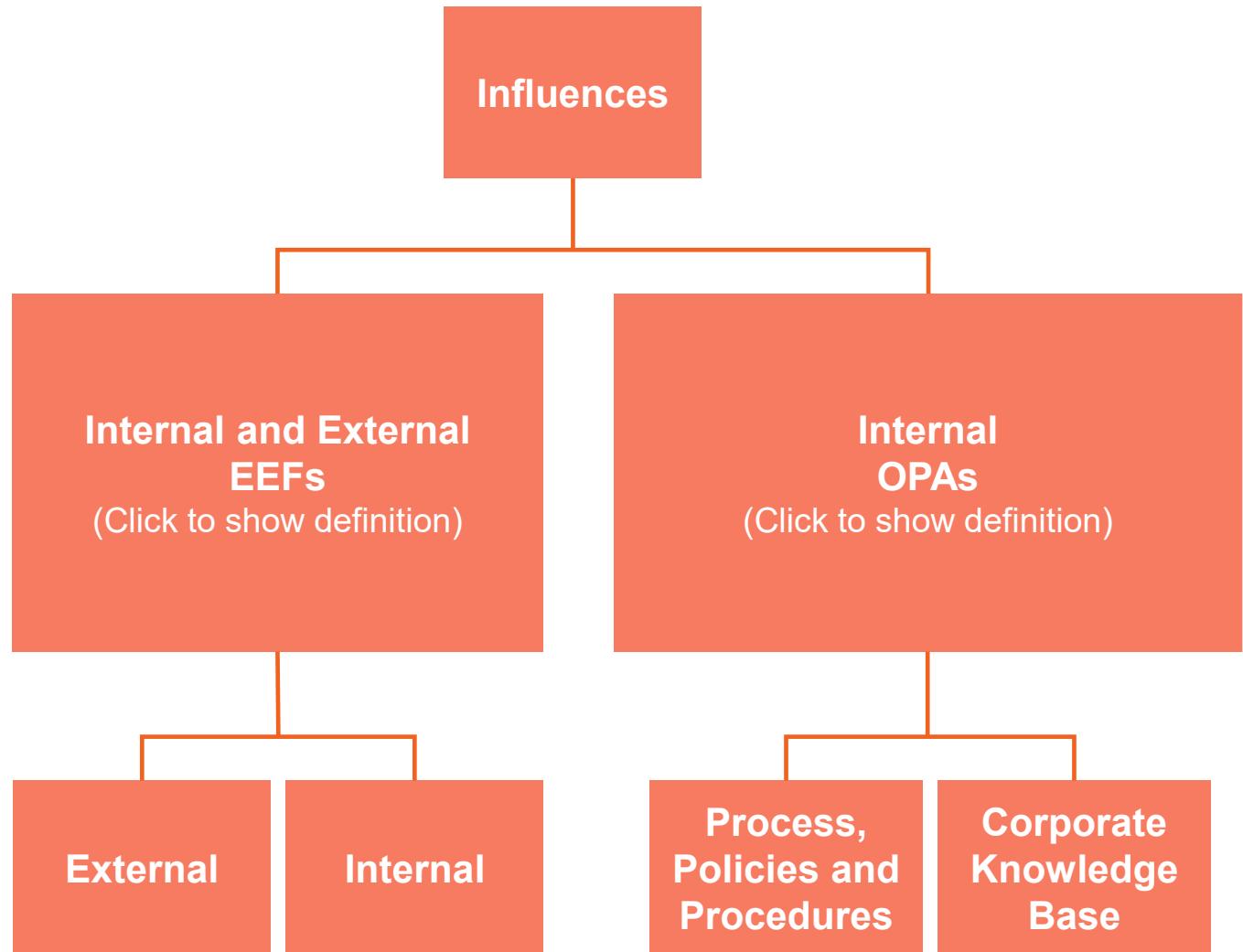
# Organizational Influences

## Enterprise Environmental Factors (EEFs)

- Internal and external to the organization

## Organizational Process Assets (OPAs)

- Project policies, procedures and templates
- Historical project information



# 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:

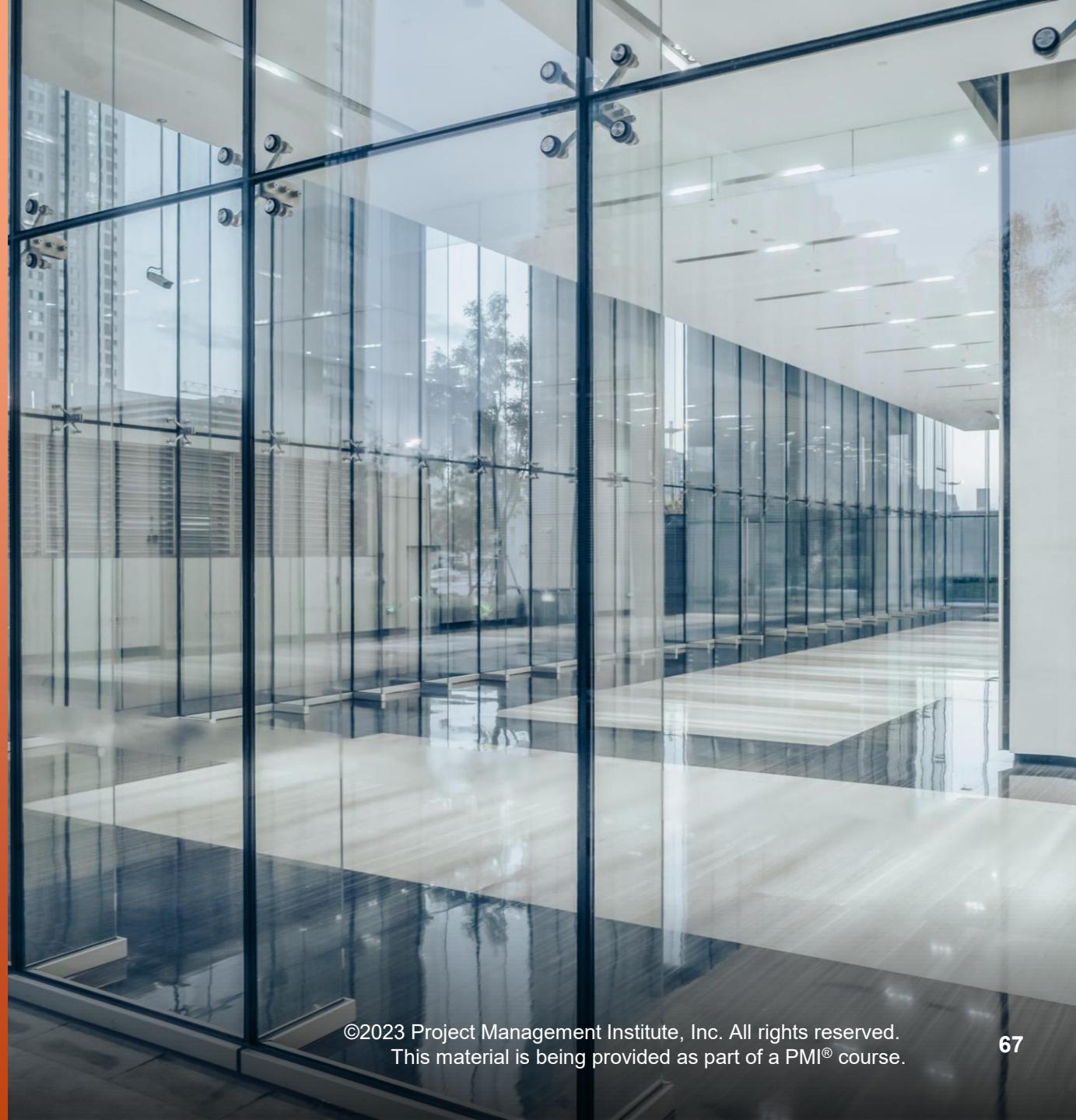
- **PESTLE:** Political, economic, socio-cultural, technical, legal, environmental
- **TECOP:** Technical, environmental, commercial, operational, political
- **VUCA:** Volatility, uncertainty, complexity, ambiguity

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

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### 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

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### 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



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Project name: Shawpe Lifestyle Centre

List of EEFs and OPAs:

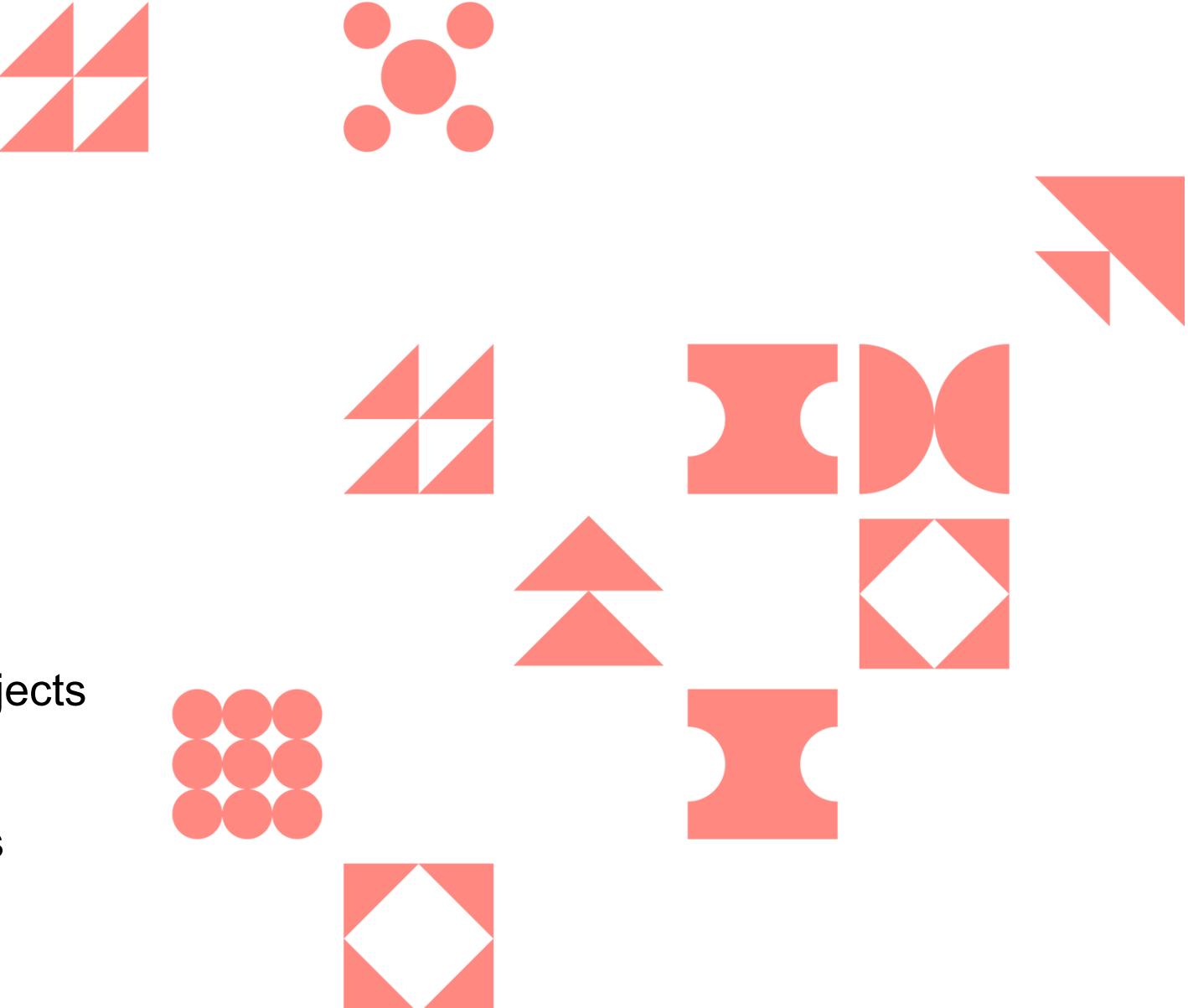
- a. Economic demand for a new shopping area
- b. Historical society (conservation) building regulations
- c. Local neighborhood demand for a better town center
- d. Archive of past large infrastructure projects
- e. Approved vendor and contractors list
- f. Tenant selection process



**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

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- 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

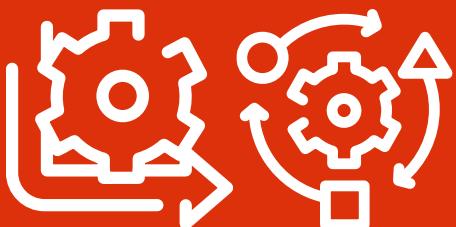


- Start with organizational objectives
- Decide key desired results
- Refine further with objectives and key results (OKRs):
  - Objectives are goals and intents
  - Key results are time-bound and measurable milestones under these goals and intents

## 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

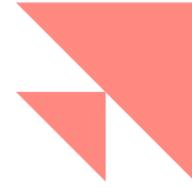
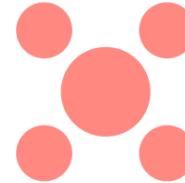


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An incremental development approach can:

- 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

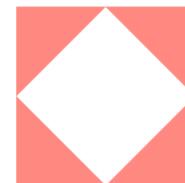
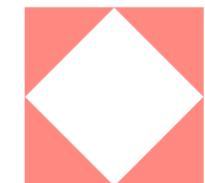
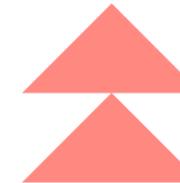
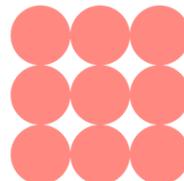


## 3.2 Evaluate and deliver project benefits and value

- 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



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!**

# Survey Scale

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



On a scale of 0-10, how likely are you to recommend this bootcamp to someone else?

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



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## 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.



## 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.



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## 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.