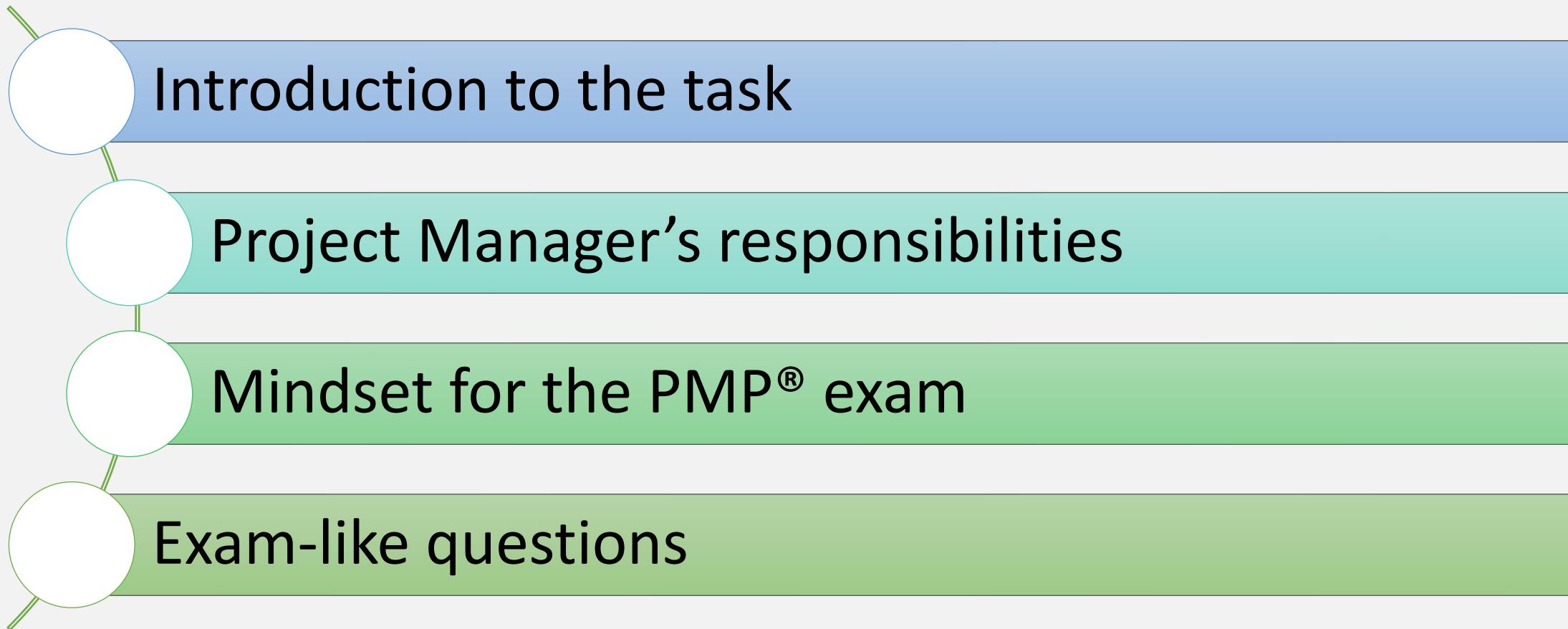


1.1 Manage conflicts

Domain 1: People Domain

Task 1: Manage conflict

Contents



Conflicts

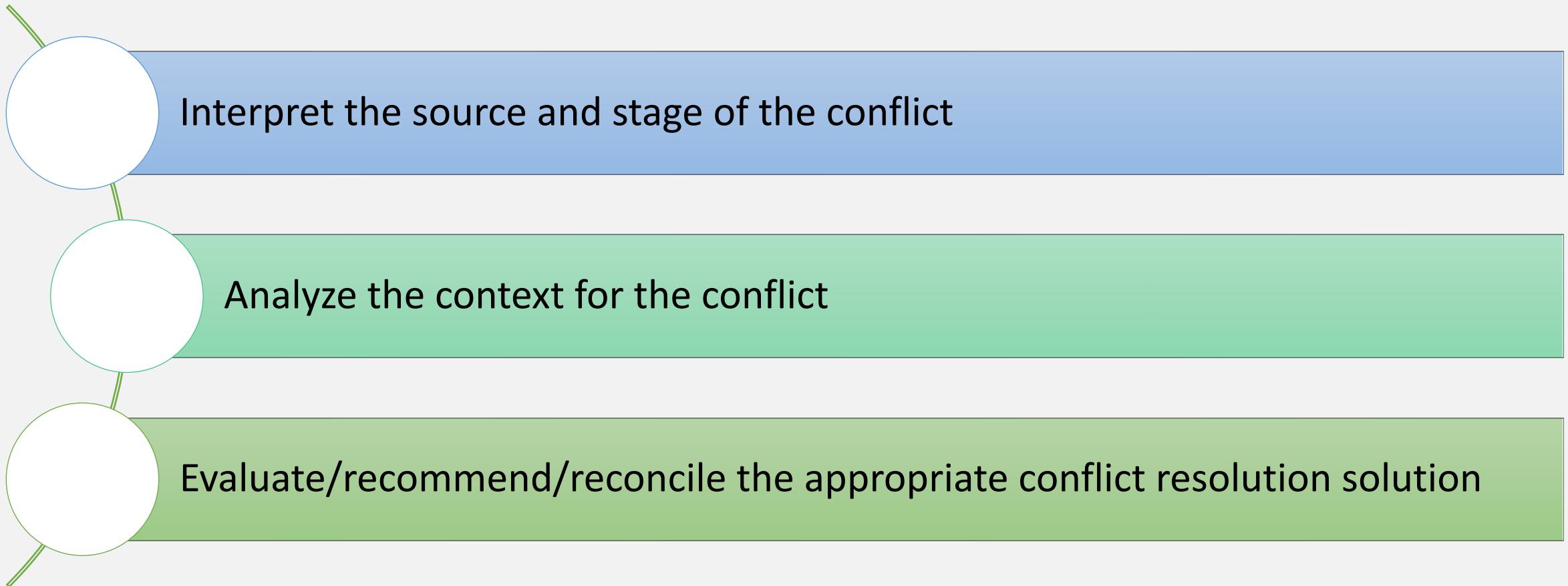
A difference in opinion

that's beneficial when the discussion is fact based,

but can reach **detrimental** levels for the project,

if not resolved effectively

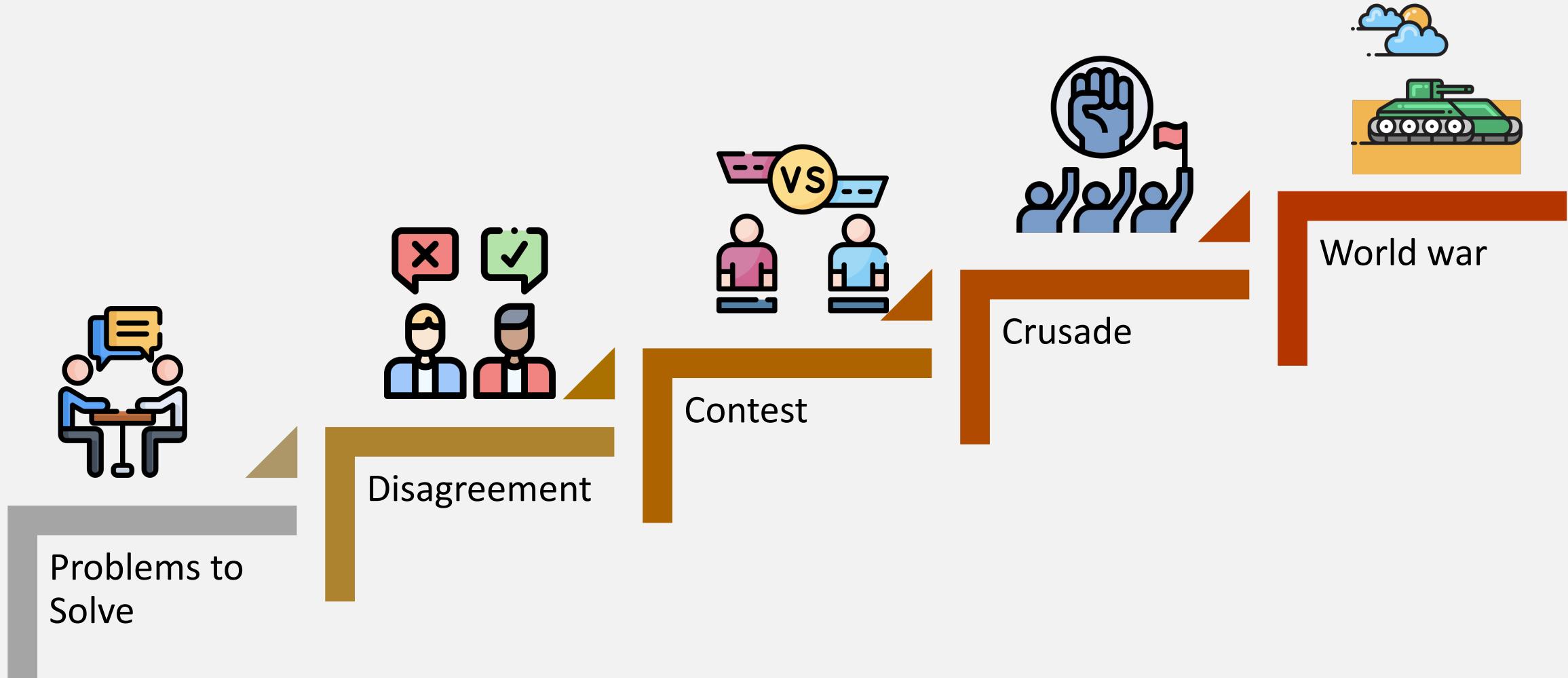
What should the Project Manager do?



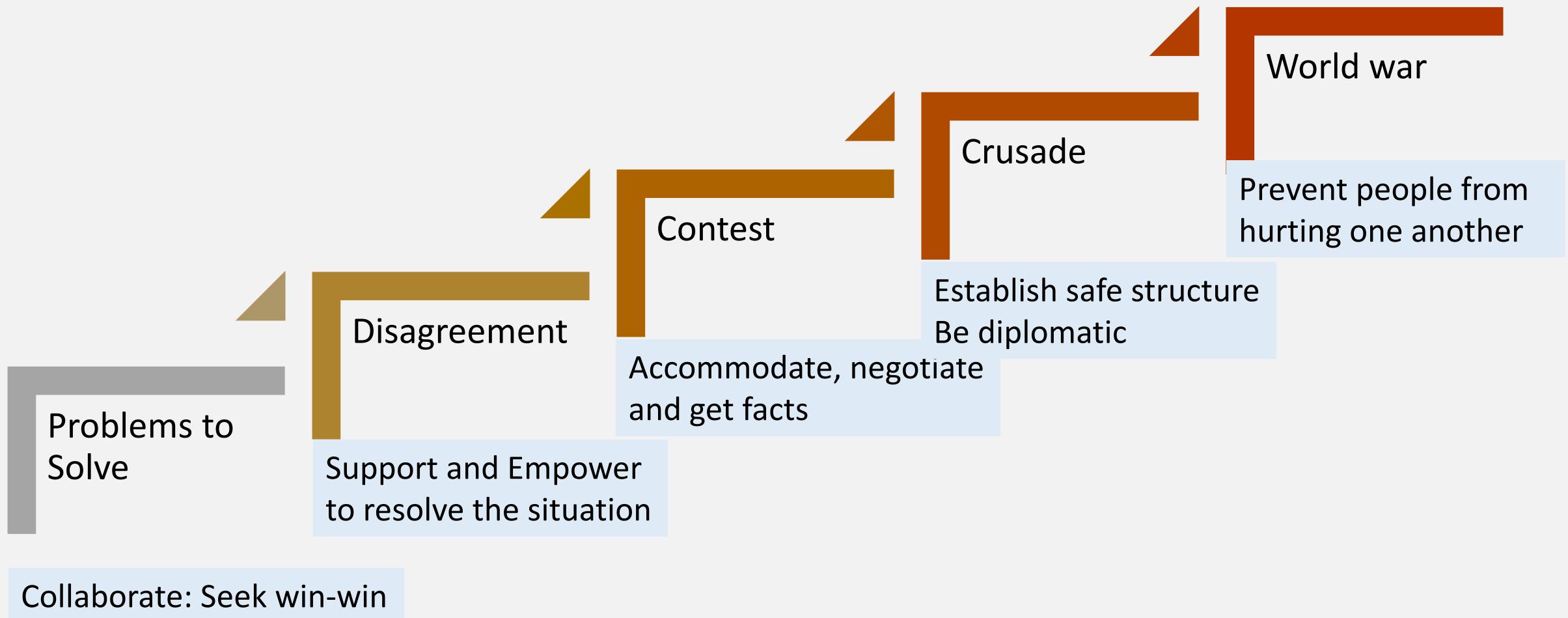
1.1.1 Source of Conflict

- | | |
|---------------------|---------------------------|
| Main Sources | Schedules |
| | Project Priorities |
| | Resources |
| | Technical Opinions |
| | Administrative procedures |
| | Cost |
| | Personality |

1.1.1 Stages of Conflict



1.1.2 Analyzing how to respond?



1.1.3 Conflict Resolution Technique

Technique Collaborating (Problem-Solving)

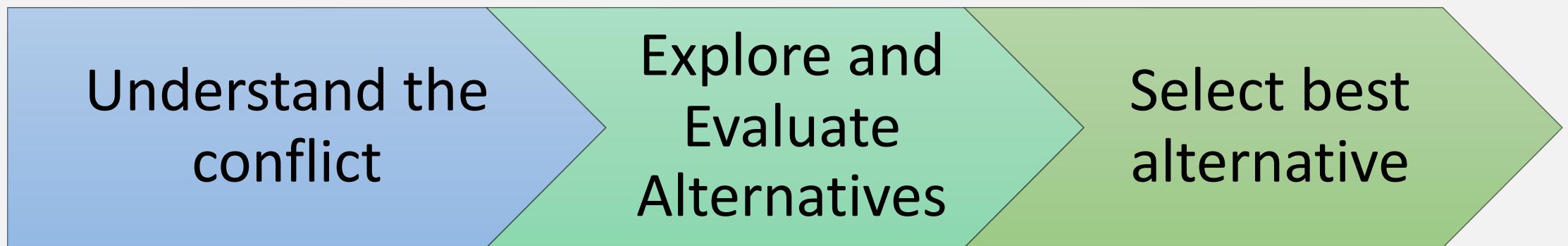
Compromising (Reconciling)

Withdrawal (Avoidance)

Smoothing (Accommodating)

Forcing (Directing)

Mindset for PMP® exam



You are managing a project that is in the planning stage, when you suspect that there is some form of tension in the team and a few unpleasant comments are also exchanged between team members. How would you respond?

- A. Observe the team's interactions for a couple of days
- B. Ask the team to work virtually for a couple of months to minimize interactions
- C. Ignore the problem as agile teams are self-managing
- D. Escalate the issue to the Project sponsor

You are managing a research and development project in an automobile company. The team is planning for test process, when the team is divided into two groups. One group believes that detailed tests should be done for all the components of the product before assembly, while the other team believes testing should be done at the end of the complete assembly of the product. After discussions, the team agrees to test a few parts before the final assembly and perform only basic testing of the whole deliverable after it's assembled.

Which conflict resolution technique was used in this scenario?

- A. Accommodate
- B. Direct
- C. Compromise
- D. Withdraw

Thank you!

Answer

1- A

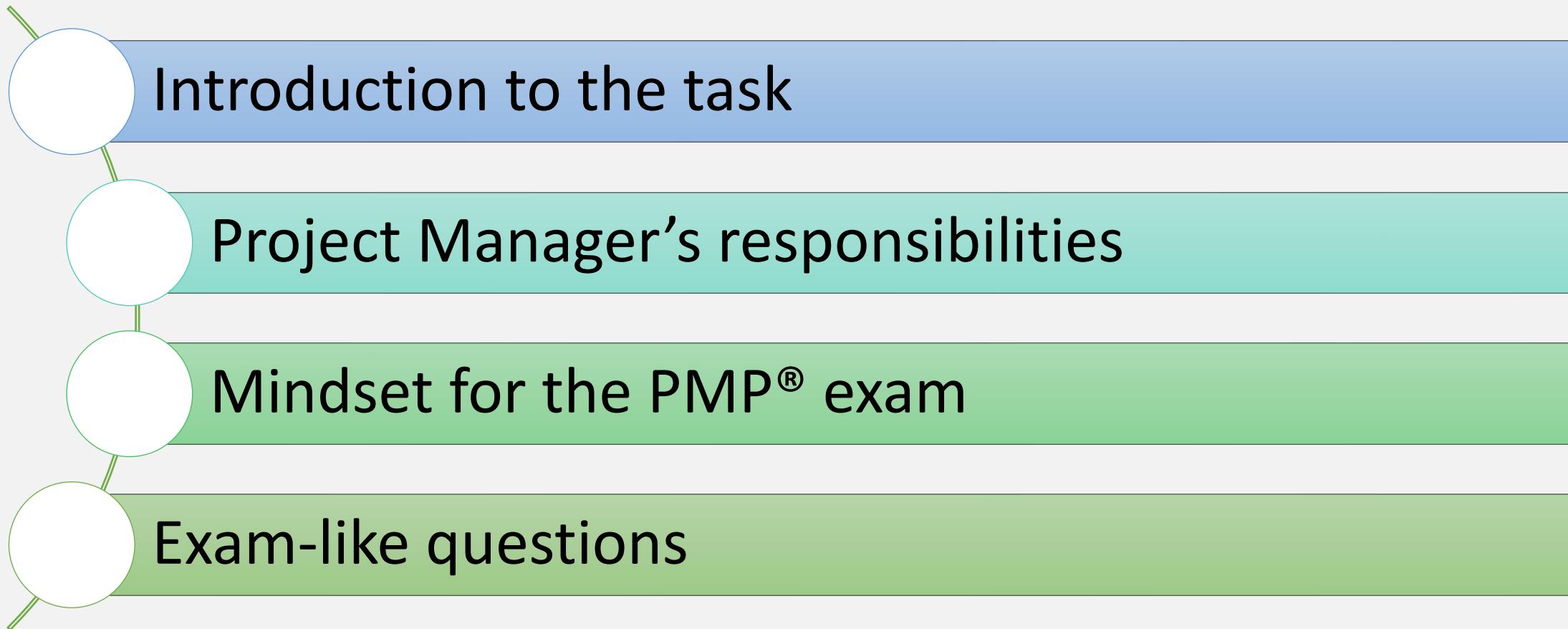
2- C



1.2 Leading a team

Domain 1: People Domain
Task 2: Leading a team

Contents



Leadership

Leadership is the art of motivating a group of people to act toward achieving a common objective.

What should the Project Manager do?



1.2.1 Set a clear vision and mission

- A clear vision unites and concentrates the effort towards objective
- It helps team become self organizing
- Vision must be clear, concise, inspiring, ambitious but not unrealistic
- Agile uses “Design the Product box”

1.2.2 Support diversity & inclusion

- Benefits of diversity & inclusion
- More insights to discussions- better decision making
- Possibilities of identifying broader set of scenarios- reduces risk
- Ability to relate with diverse set of customer base
- Everyone learns something extra

1.2.3 Value Servant leadership

- Communicate & re-communicate the vision
- Shield the team from interruptions
- Remove the roadblocks
- Carry food & water- provide tools & techniques

1.2.4 Determine appropriate leadership styles

- Learn about different styles of leadership
- Lassez faire, Charismatic, Transformational, Transactional, Interactional, Servant Leadership are common type of leadership style
- Leader needs to adapt their leadership styles given different circumstances

1.2.5 Inspire, Motivate, and Influence Team

- Create an environment where people WANT to work
- Learn about Motivation theories: Theory of X and Y; Herzberg's two factor motivation theory
- Provide psychological safety to the team members to try new things

1.2.6 Analyze the influence

- Understand about the direction of influence- downwards, upwards, sideways, and external.
- Adapt different communication styles for different direction of influence
- Learn about stakeholder analysis models- Power influence grid and Salience Model

1.2.7 Distinguish options to lead teams

- Create a positive environment
- Be proactive in anticipating and resolving conflicts
- Provide rewards and recognition to team mem

To reduce potential conflict and increase productivity, the project manager creates a team charter with clear expectations of acceptable behavior and diligently enforces the terms of the charter. Despite these efforts, team conflict has become a significant issue and threatens the successful completion of the project. What could the project manager have done differently to avoid this situation?

- A. Conduct more frequent performance appraisals
- B. Ask for Human Resource department for support in developing the charter
- C. Influence the development of the team charter by the team themselves
- D. Provide weekly high-performance awards to team members

A project manager is managing a vaccine development project for a pharmaceutical company. Your team is about to complete the development of the product in the next 4 iterations. Unfortunately, the project manager won't be able to come back to work for the rest of the project duration due to personal work. It's unclear how soon if at all, the organization will be able to find a replacement within the project. What is the best action to be taken by the team?

- A. Self-organize to remove user stories that may hinder project completion
- B. Rotate the facilitator's role among the team members
- C. Work on another project until a new project manager is assigned for this project
- D. Take an online training on project management

Answer

1- C

2- B

Thank you!

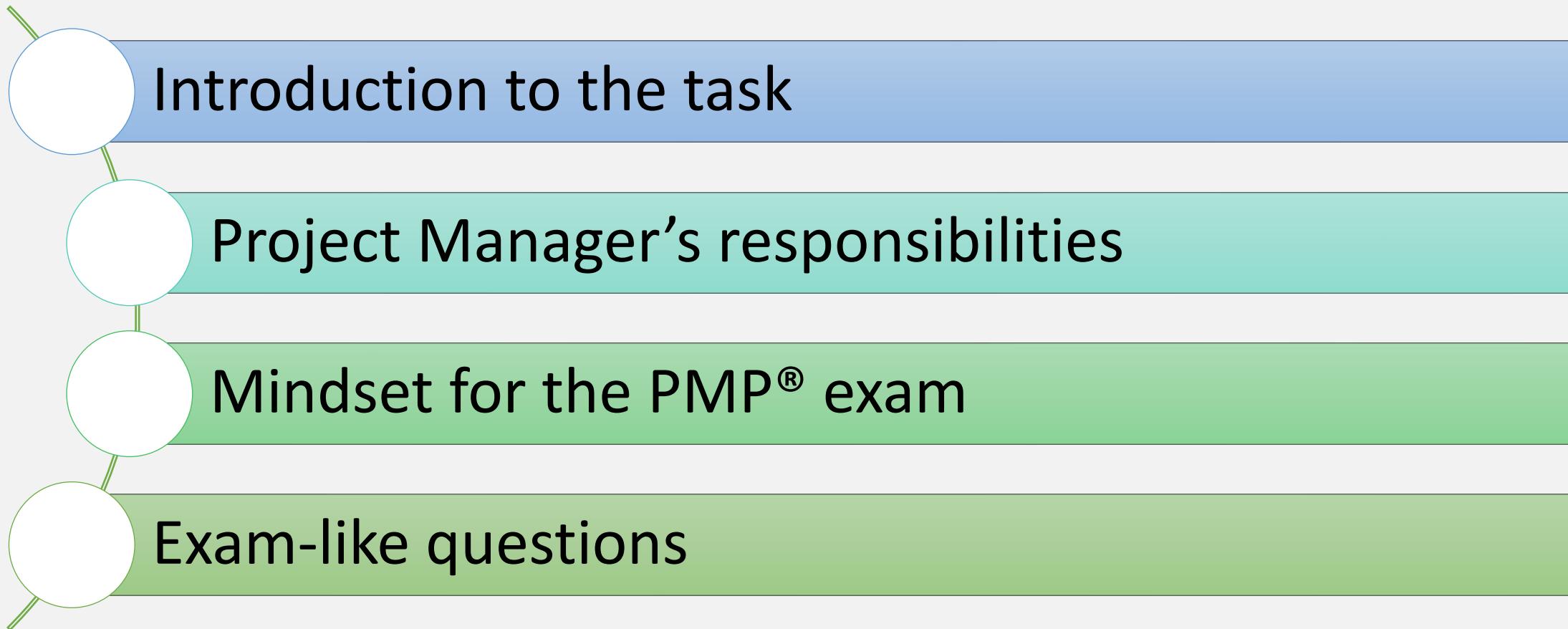


1.3 Support team performance

Domain 1: People Domain

Task 3: Support team performance

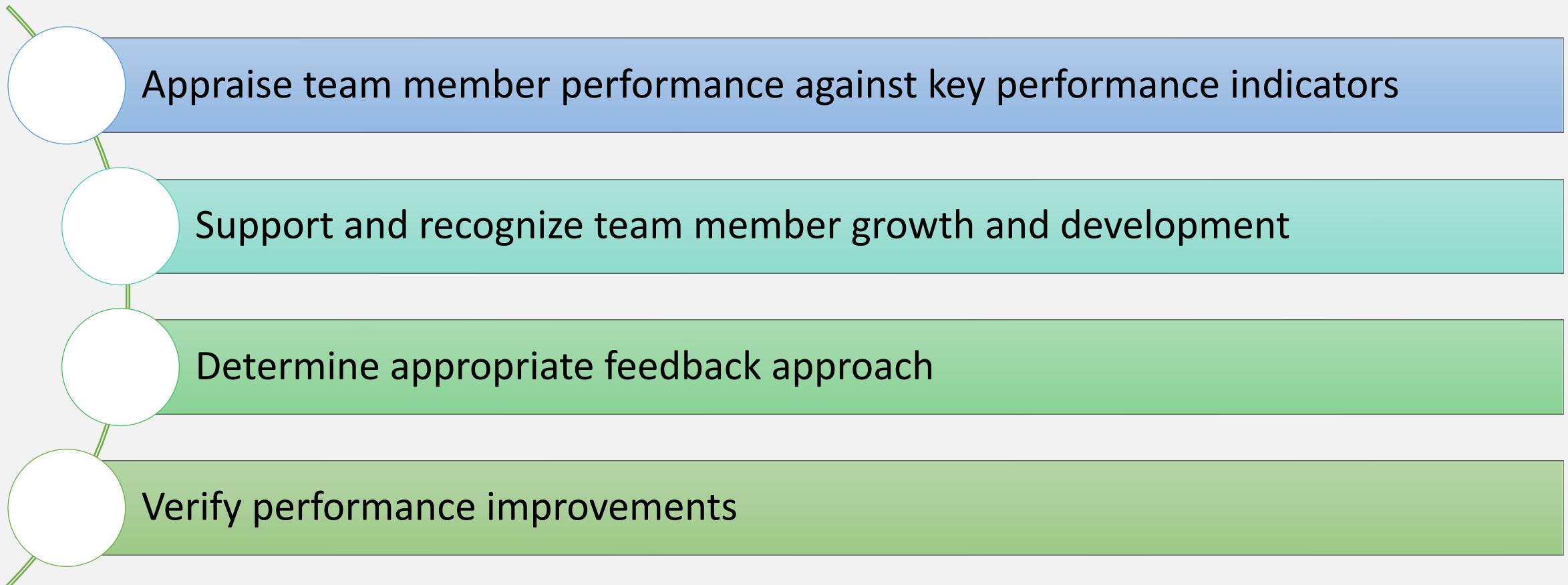
Contents



Performance

Performance measurement is beyond a dispassionate investment in measuring just the results and numbers. The idea is to support the performance by planning and taking care of our team members.

What should the Project Manager do?



1.3.1 Appraise performance against KPI

- Measure what matters, not what's easy or what isn't related to objectives
- Use SMART measurement goals
- Understand that terms like KPI, OKR might be used

1.3.2 Support growth & development

- Invest yourself passionately in team members' development
- Provide time for studies & learning
- Provide necessary trainings
- Encourage T-type skill formation

1.3.3 Determine appropriate feedback approach

- Positive and Negative feedbacks alternatively given doesn't help- people remember only the negative feedback
- Spend good time understanding what kind of feedback is best for your team
- Use the necessary performance tracking tools to build your feedback

1.3.4 Verify performance improvements

- Use well defined metrics
- Verify the performance results reported by team

Mindset for PMP® exam

- Measure what matters
- Understand key terms like KPI, OKR, SMART etc.
- Know the importance of investing time in providing support to your team members' performances

A project has just completed a phase that utilized a traditional waterfall approach. The next phase will use Scrum. The project manager wants to ensure that the most appropriate recognition and rewards system is integrated into each phase. How should the project manager adjust the recognition and rewards criteria for the upcoming phase?

- A. Change the recognition criteria from individual performance to team-based performance
- B. Recognize those individuals that effectively transition from T-shaped to I-shaped
- C. Base the criteria on how effectively the team completes the scope as originally planned
- D. Reward the project team that completes the most story points within the organization

In an effort to get your new project team to be as cohesive as possible, you have been conducting a series of on-site team-building activities. You believe that your efforts have helped team members improve both their interpersonal relationships and the level of trust in the team. What should you do next to determine if your efforts have been successful?

- A. Monitor the team engagement matrix
- B. Develop a team charter
- C. Conduct team performance assessments
- D. Create a responsibility assignment matrix (RAM)

Answer

1- A

2- A

Thank you!

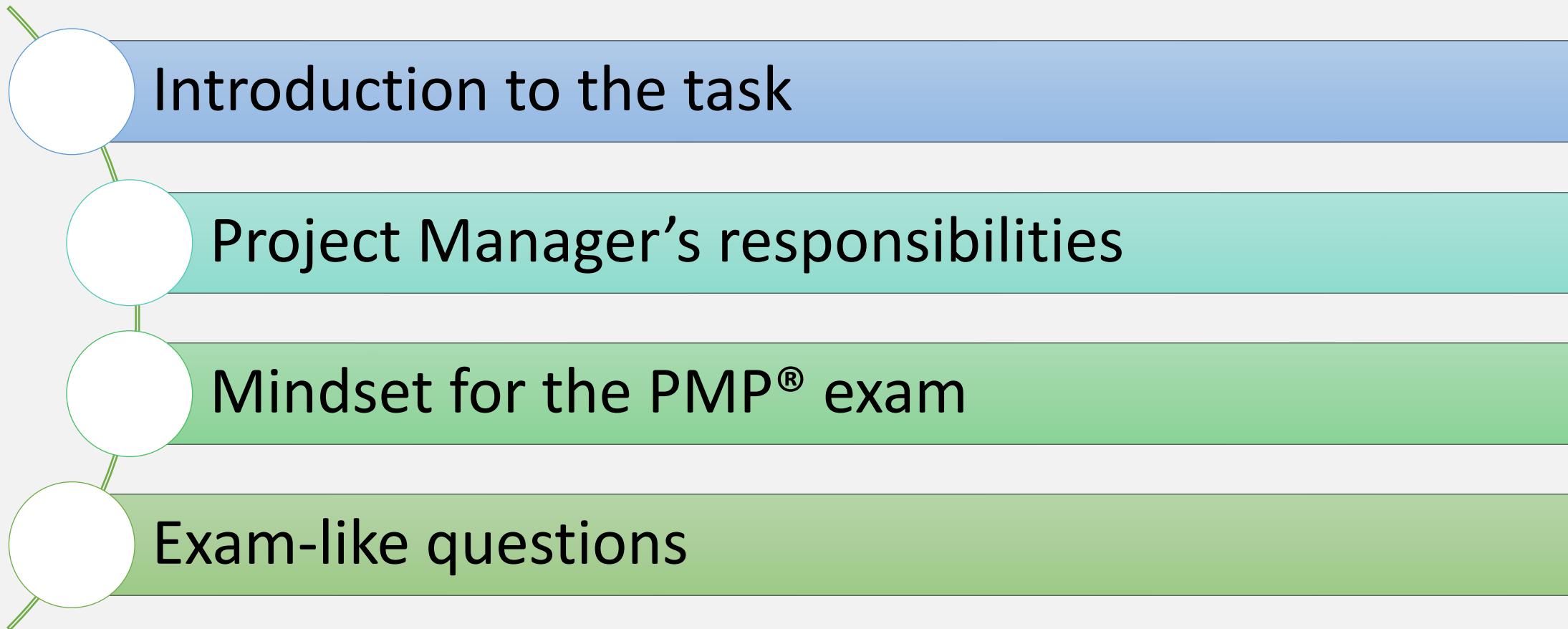


1.4 Empower Stakeholders

Domain 1: People Domain

Task 4: Empower Team members and Stakeholders

Contents



Empowerment

Granted by
Project Manager

“authority or power given to someone to do something”

*“the process of becoming stronger and more confident,
especially in controlling one's life and claiming one's rights.”*

Local decisions
affecting the team

Why Empowerment?

- To tap the potential of diversity
- Team members (technical experts) will provide practical solutions
- Team would feel significant and stay motivated throughout
- Helps in growth of team members – Autonomy & Mastery
- Willing to go extra miles to take right decisions
- Better than pushing/enforcing- to which team might not agree 100%

What should the Project Manager do?

Organize around team strengths

Support team task accountability

Evaluate demonstration of task accountability

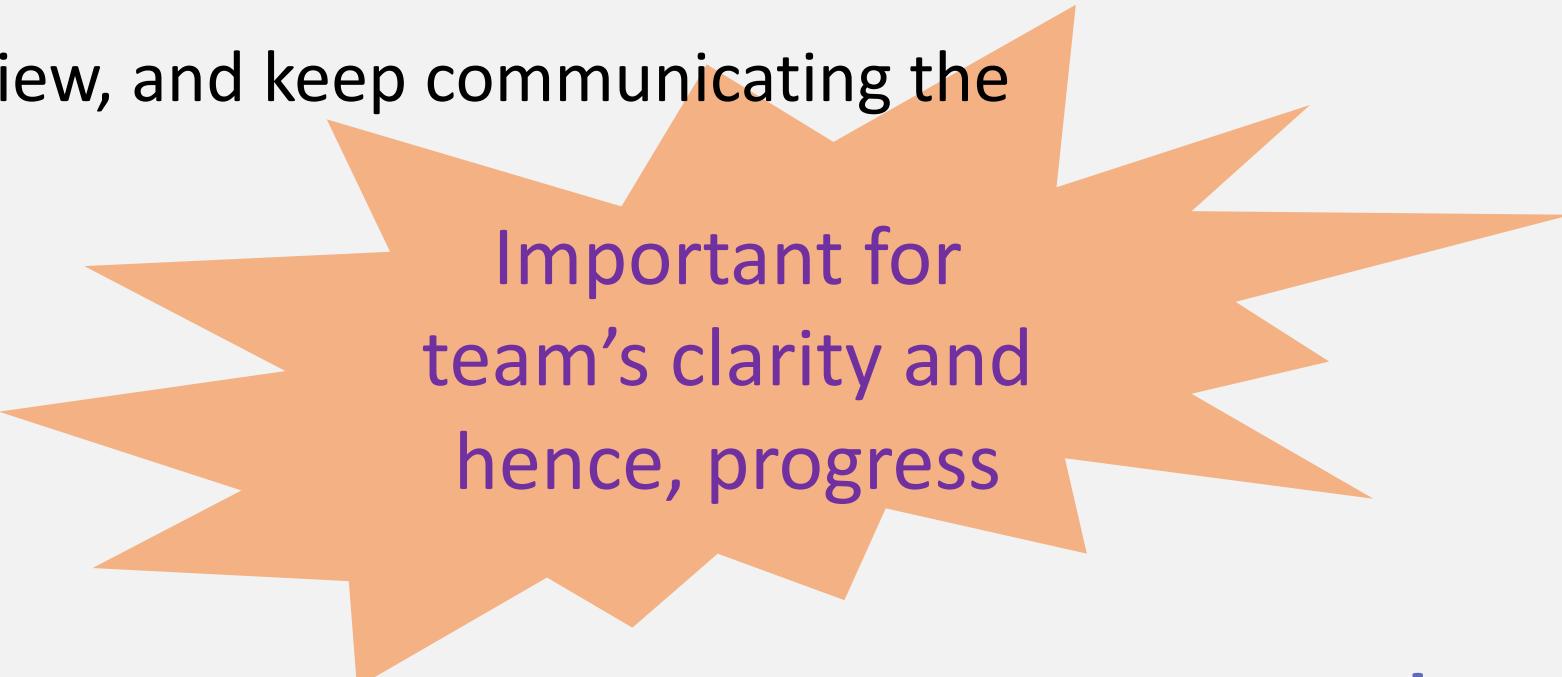
Determine and bestow level(s) of decision-making authority

Organize around team strengths

- Identify the Skills required, Assess the skills available
- Traditional- Assign tasks according to the strengths
- Agile- Hire nearest possible experts; facilitate learning on the job
- What can be done?
 - SWOT analysis
 - Training, Coaching, Mentoring
 - Shadow Working

Support team task accountability

- Encourage Collective ownership with Individual responsibilities
- Traditional- Use documents to assign and detail expectations
- Agile- Team organize themselves
- Either case- Discuss, review, and keep communicating the expectations



Important for
team's clarity and
hence, progress

Evaluate demonstration of task accountability

- Check the results of your effort
- Follow-up and Follow-through
- Check WBS and Product Backlogs items being completed well
- How to do it?
 - Milestones, weekly, monthly reviews
 - Discussions, Collaborations, Retrospectives

Determine and bestow level(s) of decision-making authority

- As much as possible- let the team take decisions
 - Local decisions that impact their work
 - Help them in taking decisions
 - Provides practical and popular decisions
- Decision Making techniques
 - Voting
 - Roman voting- Thumbs up /thumbs down
 - Dot voting
 - Decision spectrum
 - Fist of five voting

Mindset for PMP® exam

- Lead the team as a Servant Leader
- Let the team make local decisions that impact their work
- Benefits of team taking decisions:
 - Practical Solution
 - Commitment by team
 - Popular decisions that the team believes in
 - Keeps the team motivated
 - Builds their skills and adds to their growth

Question

During a daily stand-up meeting, the project manager starts discussing the work completed so far and what's the plan for future. She also tries to understand how the team is planning to cover-up for the time lost. The meeting gets extended beyond time and turns into a status meeting. What would you suggest the project manager to do differently?

- A. Ask one of the team members to inform when the meeting is extending beyond 20-min
- B. Use a hybrid approach of project management
- C. Ask project manager to nominate a different team member every day to facilitate the stand-up, instead of the project manager herself
- D. Don't discuss the status in meeting, only focus on solving issues that represent roadblocks to progress

Question

A project is in the execution stage and has fallen behind schedule because of some known issues by the team. The project management team now needs to implement the responses planned for these risks. Which of the following would be most valuable action from the Project Manager in this scenario?

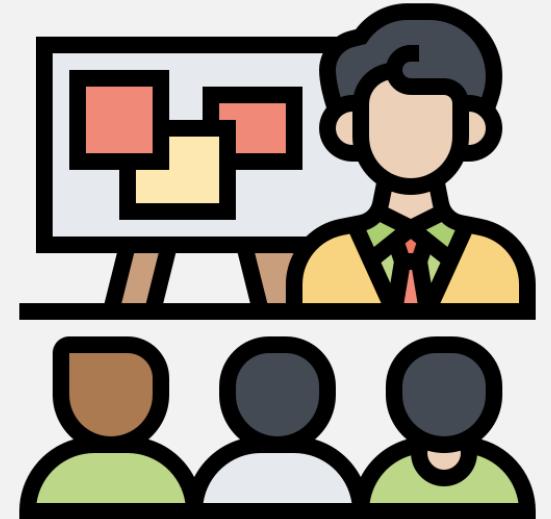
- A. Facilitate to improve the effectiveness of risk responses
- B. Build relationship with Project sponsors and develop contacts
- C. Assess the Probability and impact matrix to find out the odds that the risk responses will be successful
- D. Influence to encourage risk owners to take necessary action

Correct Answers

1- C

2- D

Thank you!

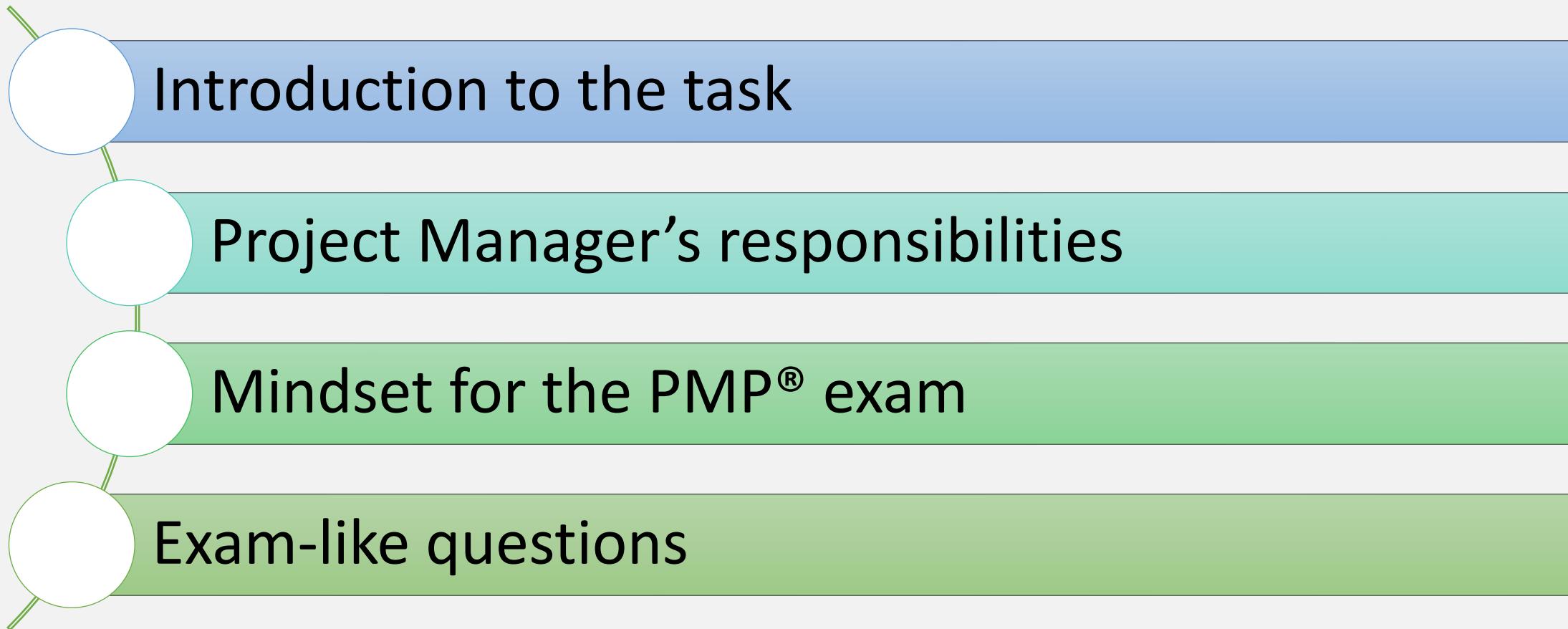


1.5 Train Team members

Domain 1: People Domain

Task 5: Ensure Team members/Stakeholders are adequately trained

Contents



Training

“Training is teaching, or developing in oneself or others, any skills and knowledge or fitness that relate to specific useful competencies.”

Why Training?

- To help team members work independently
- Improves Performance
- Preventive action for people related risks
- Keeps the team motivated
- Cross training helps in spreading out skills and collectively build more knowledgeable teams

What should the Project Manager do?

Determine required competencies & elements of training

Determine training options based on training needs

Allocate resources for training

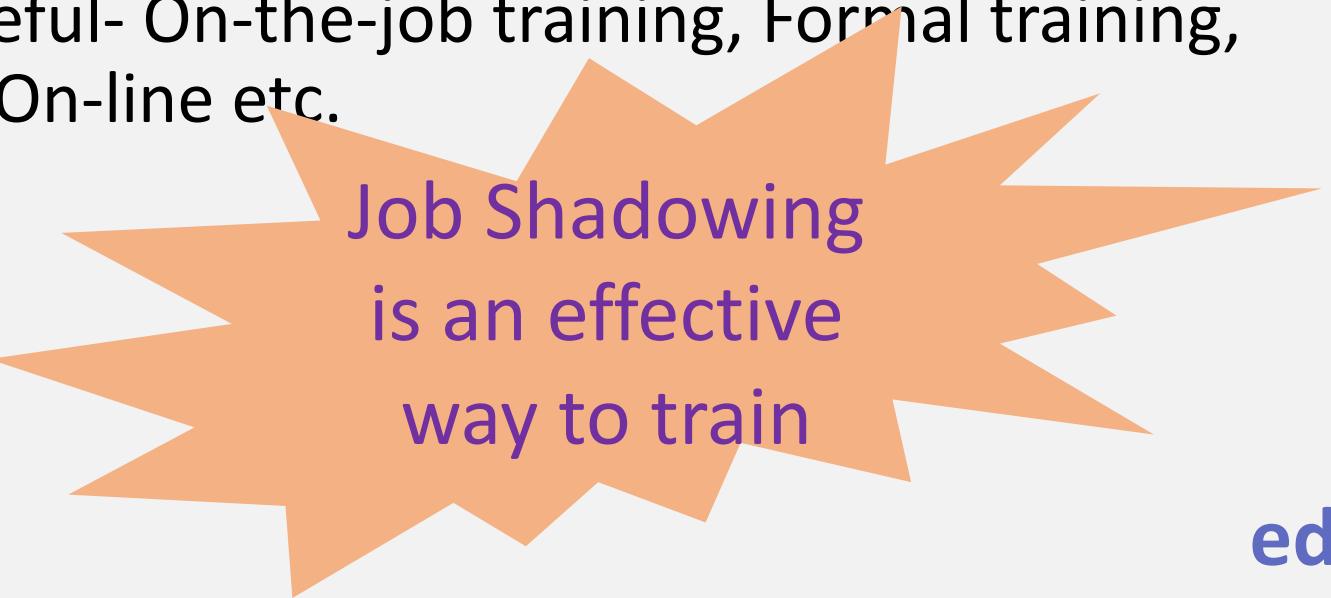
Measure training outcomes

Determine required competencies

- Conduct team & individual's assessment
 - Skill gap analysis, SWOT analysis, Tests
- Encourage self assessment & Peer-to-peer review
- Take help from readily available competencies framework to create an assessments matrix

Determine training options

- Understand the available training options to be provided to the team
- Utilize current expertise in team
- Hybrid mix of training is useful- On-the-job training, Formal training, Informal training, Physical/On-line etc.



Job Shadowing
is an effective
way to train

Allocate resources for training

- Plan resources calendar taking training plan into consideration
- Practical approach- Train at the last responsible moment
- Influence and inspire people to attend
- Create an environment where people believe in training

Measure training outcomes

- Plan > Execute > Test
- How?
 - Check for Completion certificates
 - Assessment results
 - Feedback on training
 - Tracking performance improvements

Mindset for PMP® exam

- Create an environment where people want to learn
- Assess training Needs > Plan > Execute > Test
- Training existing members is much better than Hiring new ones
- Training budget-
 - If project specific skills- add to project budget
 - If broader use- add to Org L&D budget
- Discuss regularly with team about what they want

Question

You are about to manage a project in an organization that will use Scrum framework for the first time. A pilot scrum project has been chartered and roles & responsibilities assigned. What should the project manager do next?

- A. Prioritize the product backlog
- B. Estimate Story points for features identified
- C. Plan & Schedule scrum training
- D. Decompose the WBS into scrum user stories

Question

You have been assigned to lead an upcoming project. You follow the resource management plan to acquire the project team when you realize that the team members are unfamiliar with project management approaches. What is your best course of action?

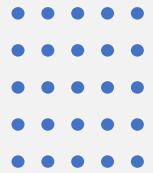
- A. Schedule a workshop to train the team and include the cost in the project budget
- B. Let the team learn on the job because agile teams are self-organizing
- C. Replace team members with those who know about Project Management approaches
- D. Schedule a workshop to train the team and request training funds from the organization

Correct Answers

1- C

2- D

Thank you!



1.6 Build a Team

Project Team

*“A Set of individuals who support the Project Manager in
performing the work of the project to achieve its objectives”*

Who all form a project team



Management Staff



Project Staff



Sellers



Customer representative



Experts



Business Partners

Knowing that Even customers and suppliers are a part of our team, helps in understanding why we should use collaboration to solve problems, make decisions, and plan in project.

“Everyone knows something more than the others”

Project Team Composition



Part-timers and Full-timers



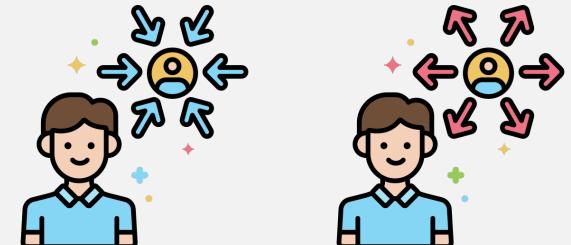
Virtual and Co-located



Thinking about a diverse set of people as a part of our team would help us put the required effort in planning our efforts to build the team

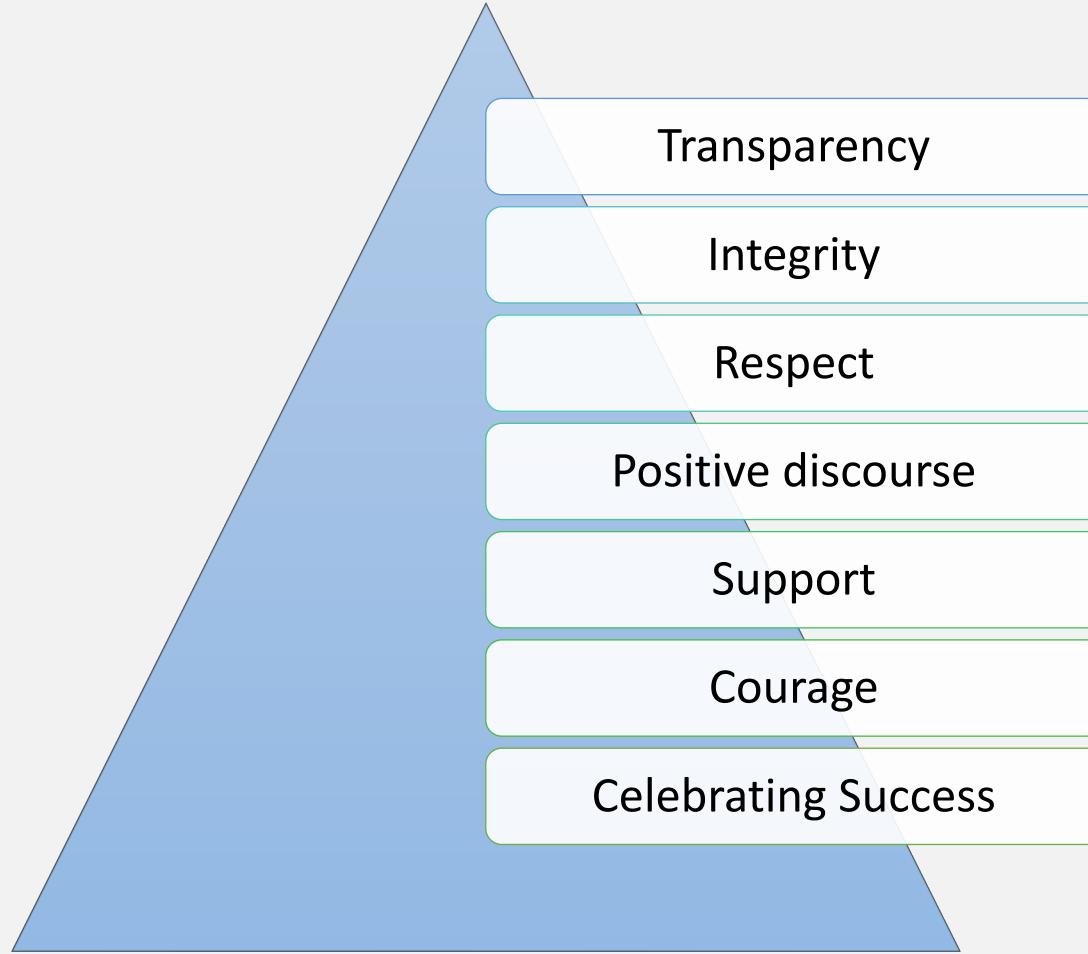


Skilled and unskilled



Introverts and Extroverts

What do we want? Desired Behaviour



What should the PM do?

Appraise Stakeholder skills

Deduce Project resource requirements

Continuously Assess & refresh team skills to meet project needs

Maintain team & knowledge transfer

Appraise Stakeholder skills

- Skills: Ability to perform a task well
- Checking the existing resource and their skills
- How to appraise?
 - Talk to the team members
 - Take Test
 - Run a survey
 - Focus group discussions



Deduce resource requirements

- Understanding what we want
- Create a Plan, List down the requirements
- Points to Note:
 - Avoid single point of Failure
 - Think about Diversity & Inclusion



Don't pay twice
for the same opinion

Continuously Assess & Refresh Team skills

- Skills required – Skills available = Training Needs
- Why Training?
 - Helps in growth
 - Motivates Team members
 - Preventive action for a lot people related risks
- Why Continuously? – Changing project needs would demand development of new skills sets

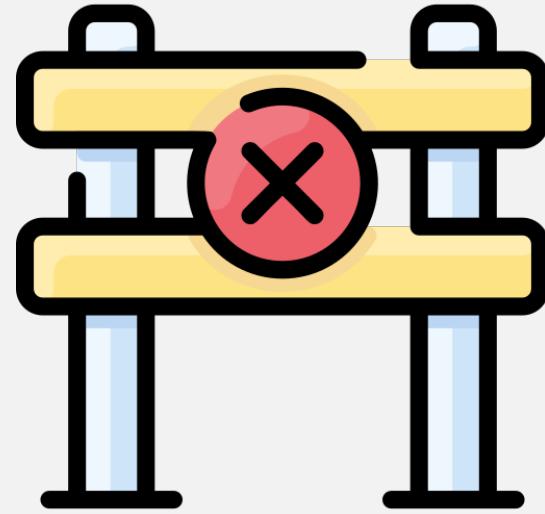
Maintain Team & Knowledge transfer

- Provide continuous support to the team
- Assess the skills regularly
- Share information via
 - Weekly meetings
 - Monthly reviews
 - Daily stand-ups
 - Retrospectives
 - Product demo
 - Mock demo

Mindset for PMP® exam

- Building a team is way more than just bringing individuals together, it's a regular effort taken to create the environment, monitor and support the development.
- Instead of looking for all experts only, we should have a right kind of mix of experts and all-rounders- avoid single point of failure
- Training existing members is more cost-effective and better than hiring new resource
- Training cost to be taken in Project Budget only if the skills being developed will be used only for project, for general skills, cost should be added to L&D budget
- Diversity and inclusion help create a better robust team with every team member knowing something more than the others
- Extra efforts are required to build a virtual team

Thank you!

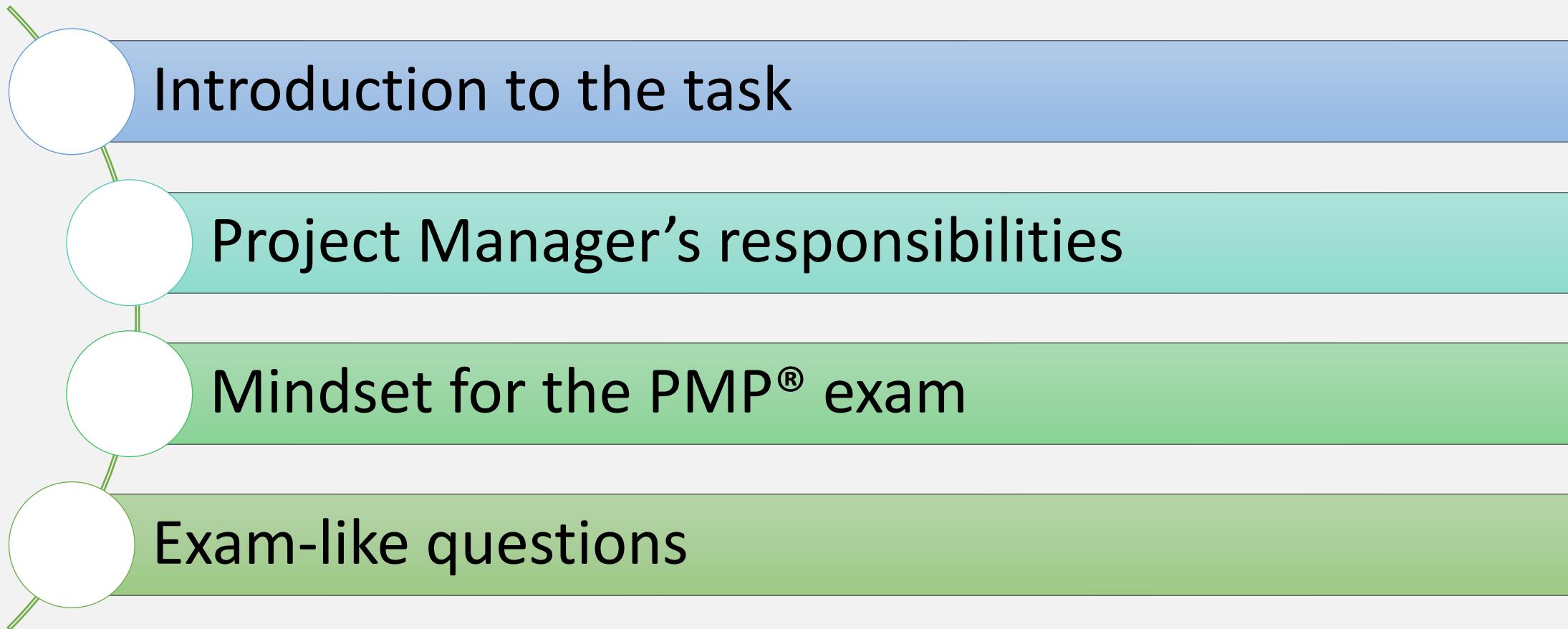


1.7 Remove Impediments

Domain 1: People Domain

Task 7: Address and remove impediments, obstacles, and blockers for the team

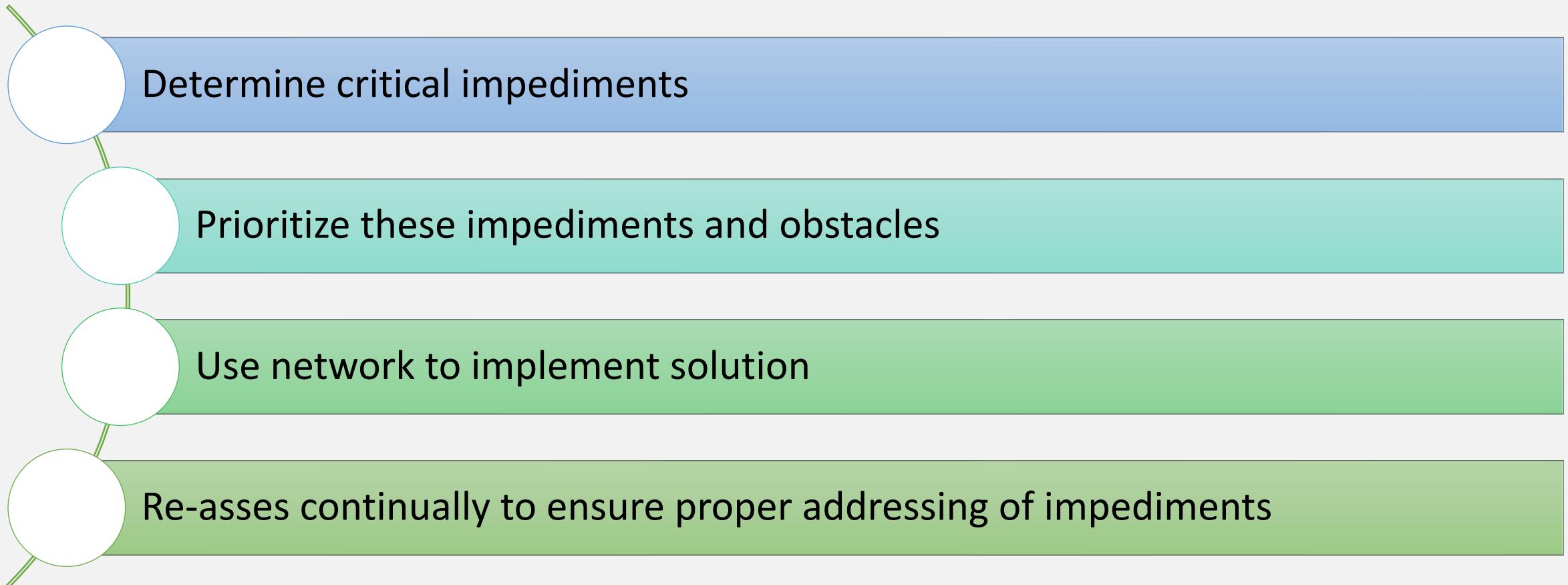
Contents



Impediments

Road-blocks that are slowing down the progress of team.

What should the Project Manager do?



1.7.1 Determine critical impediments

- Build a list of impediments
- Utilize the opportunities to identify the blockers
 - Observing
 - During daily stand-up meeting
 - Value stream analysis
 - Feedback
 - Backlog assessment
 - Reviewing risk registers
 - Analyzing information radiators/Dashboards/Reports

1.7.2 Prioritize impediments

- Analyze the impediments to help in prioritization
- Prioritize the impediments list prepared
- Use collaboration

1.7.3 Resolve & Remove impediments

- Bring relevant team members together for resolution
- Encourage & empower the team resolve issues on their own
- Escalate when necessary

1.7.4 Continually ensure addressal of impediments

- Proactively and continually monitor the actions taken
- Follow-up on the resolution measures taken

Mindset for PMP® exam

- Identify opportunities to note down the impediments
- Prioritize the list
- Involve team members for resolution
- Continuously monitor for the effectiveness of the actions taken

Be like parents helping their kids solve Maths problem. Let the team learn how to solve rather than telling them the solution.

A new stakeholder has joined an agile project in the middle of execution. She has started contacting the team members frequently for reports on progress and as soon as reports were shared, she would start questioning the team's methods. As a result, the team's motivation & productivity has dropped. What is the best course of action for the Project Manager to take?

- A. Encourage the team to increase the frequency of addressing the needs of the stakeholder
- B. Discuss with the new stakeholder and educate her on agile approaches
- C. Isolate the team from the stakeholder and ask Product owner to intervene
- D. Provide the team with anything they need to be more motivated and productive

As a project manager, you monitor resource availability and determine that a machine, which is needed for the testing is down for unscheduled maintenance, which will cause a 2-days delay. To avoid the delay, you check alternatives and discover that you can swap this type of test with another activity. What tool or technique did you use?

- A. Acquire Resources
- B. Problem solving
- C. Contingency reserve
- D. Control Resources

Answer

1- B

2- B

Thank you!



1.8 Negotiate Project Agreements

Domain 1: People Domain

Task 8: Negotiate Project Agreements

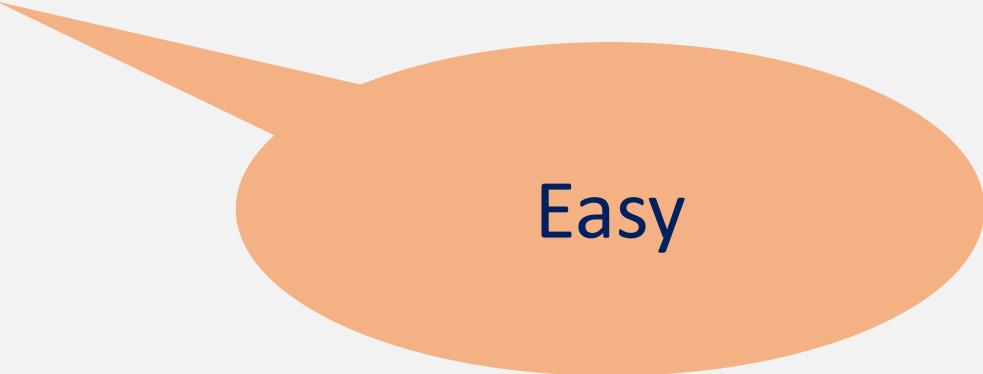
Agreement



Difficult

“Harmony or accordance in opinion or feeling”

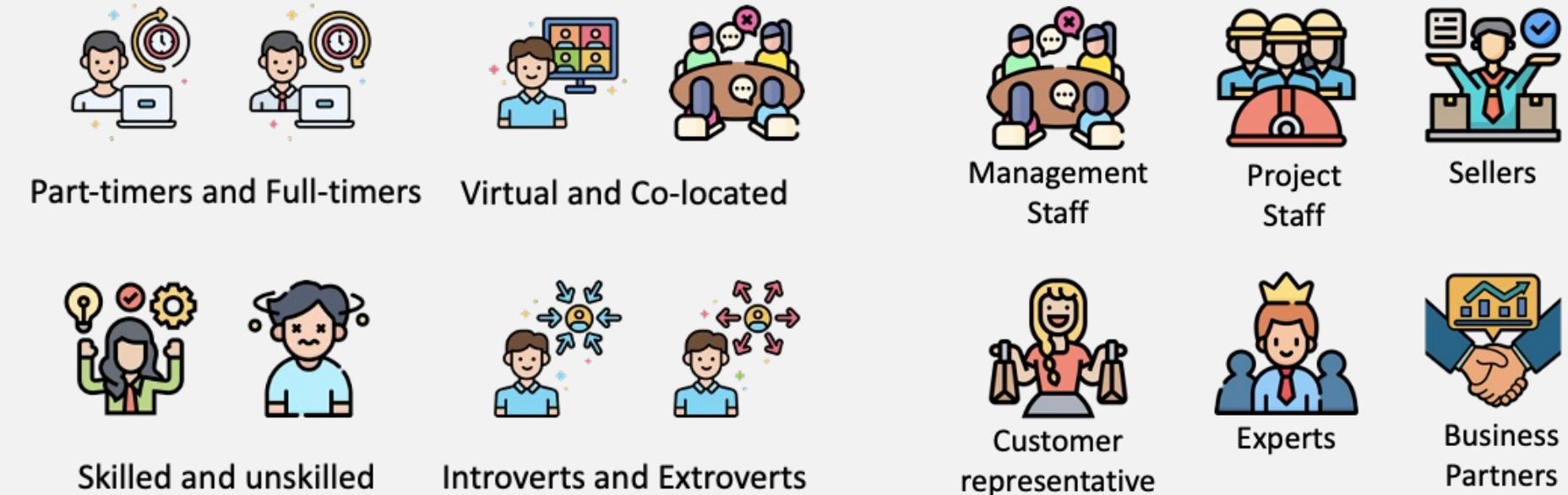
“A negotiated and typically legally binding arrangement between parties as to a course of action.”



Easy

Why Negotiations & Why Agreements?

- Diverse set of people/stakeholders working individually & as a group



What do we typically negotiate in Project?

- Project charter, Project Manager & team's authority
- Scope, cost, and schedule objectives & other constraints
- Changes to scope, cost, or schedule
- Release, acceptance, go/no-go criteria
- Contract terms and conditions
- Assignments, roles and responsibilities

What should the Project Manager do?

Analyse the bounds of the negotiations for agreement

Assess priorities and determine ultimate objective(s)

Verify objective(s) of the project agreement is met

Participate in agreement negotiations

Determine a negotiation strategy

Analyse the bounds of the negotiations

- Go to the negotiations well prepared
- Know the boundary of negotiation & stick to it
- Understand how and when people would agree
- Look for win-win situation

Assess priorities & determine objective(s)

- Use Prioritization techniques and involve team members
- Why Prioritise?
 - Not all agreements are required in the beginning
 - Start the work, learn more, keep building agreements
- Have agreement on all 6 constraints



Do enough to start and then keep re-iterating

Verify objectives of project agreement is met

- Plan > Execute > Test (Everything in Project)
- Plan how you will verify that the agreements are being met
 - Product- Product Increment demonstrations
 - Process- Monitoring and Observing
 - People- Discussions

Participate in agreement negotiations

- Plan Early and participate
- Build Cooperative/Collaborative discussions
- Look for win-win
- Negotiation Cycle:



Determine a negotiation strategy

- Think about different strategies for Internal and External Agreements
- Decide on Informal or Formal agreements requirements
- Look for win-win situation



Win-Win is the
Best outcome of
any Negotiation

Mindset for PMP® exam

- Plan your negotiation before getting into one
- Involve team members while preparing strategies to explore best approach/strategy
- Resolve any conflicts arising during negotiations amicably
- Look for Win-win outcome; Lasting solutions
- Do not hesitate to Negotiate for the benefit of Projects- with anyone Project Sponsor, Functional Manager.
- Agreements must be built on all the Project constraints, not just scope
- Review, revise, and keep updating the agreements
- Build lasting relationships

Question

You are managing a project within a functional organizational structure. One of the key project team members who was working on a critical path is leaving the organization. You have identified an employee within the organization that has the necessary skill sets to fill the vacancy. What is the first thing to do?

- A. Change the schedule baseline as critical path is about to get affected
- B. Escalate the situation to the project sponsor
- C. Assign the identified employee to the critical activity
- D. Discuss with the employee's functional manager

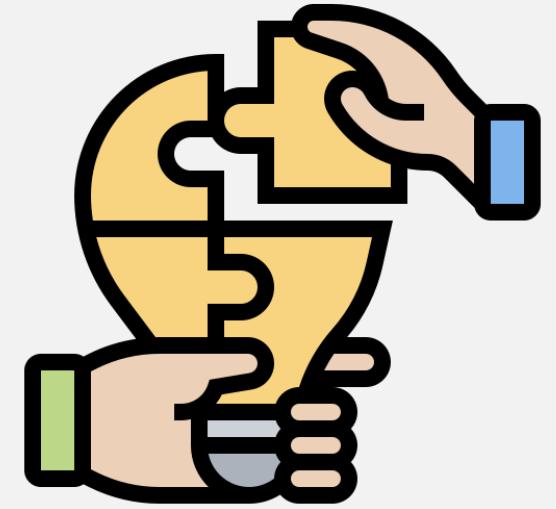
Question

In a meeting to decide the ground rules for team, the project manager obtains consensus from the team on the rules and asks the team to suggest the best place to display these ground rules.

Which of the following agile practices is demonstrated in this situation?

- A. Sprint planning
- B. Self-organization
- C. Participatory decision making
- D. Collaboration

Thank you!

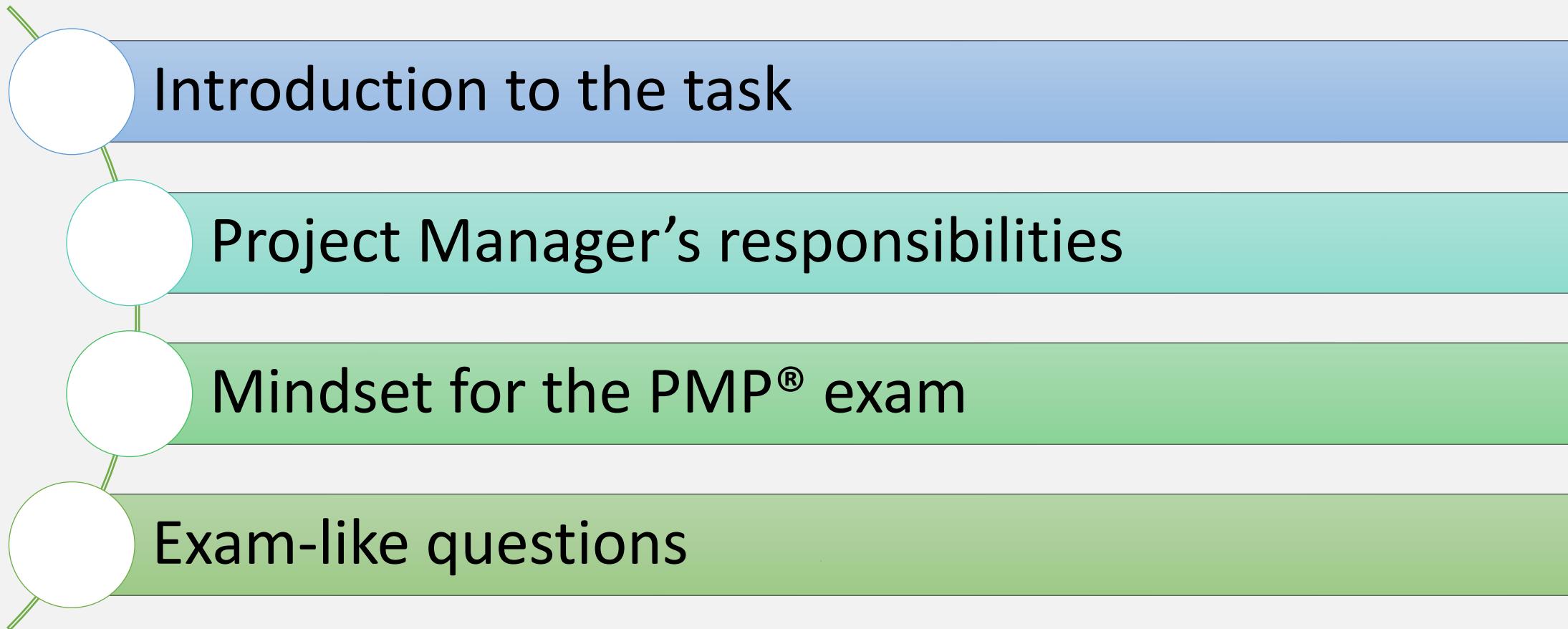


1.9 Collaborate with Stakeholders

Domain 1: People Domain

Task 9: Collaborate with Stakeholders

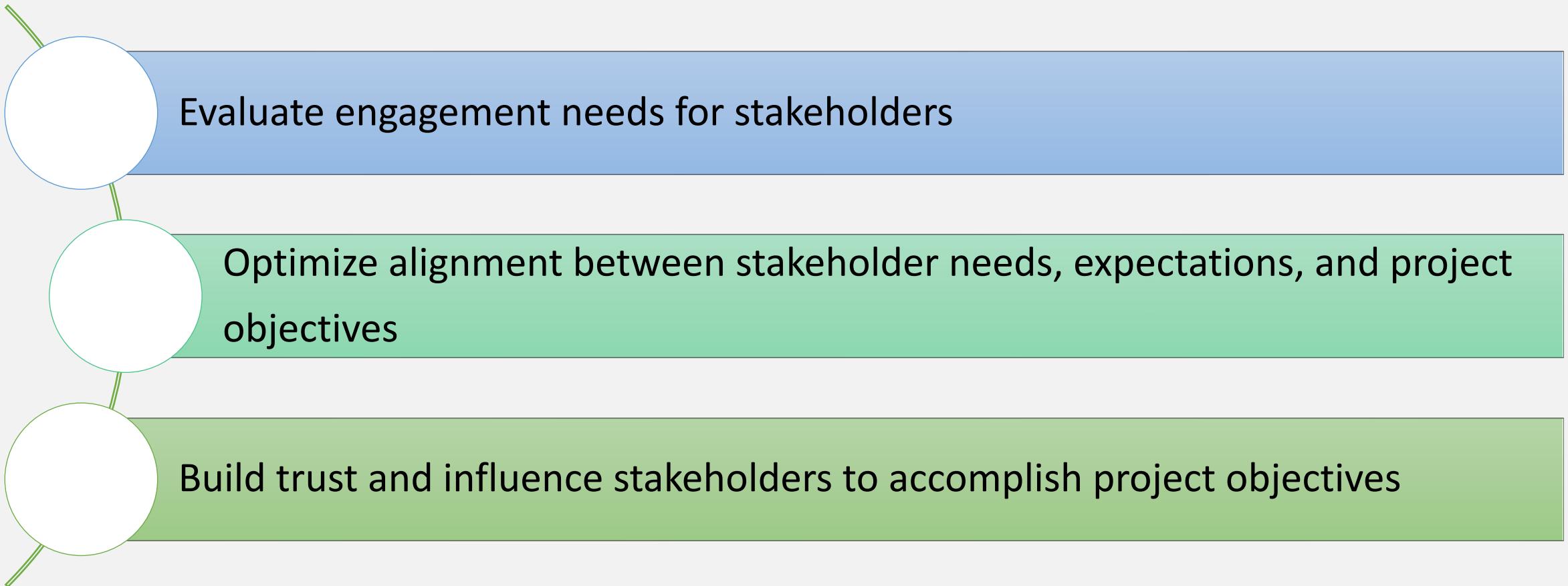
Contents



Collaboration

Collaboration is more than just communication

What should the Project Manager do?



1.9.1 Evaluate engagement needs

- Networking & social events
- Organizing special interest groups and communities of practice
- Conferences, workshops, In-person/virtual events
- Interactive Training sessions
- Assigning buddies, work shadowing, and assigning mentors
- Reverse mentoring- Asking young team members about new technologies

1.9.2 Optimize needs and objective alignment

- Analyse stakeholder to understand their needs and expectations
- Check if it is aligned with Project objective
- Understand Stakeholder analysis and mapping techniques Salience model, Power-Interest/Influence Model, Stakeholder's cube etc.

1.9.3 Influence to achieve objectives

- Build an environment of trust
- Communicate and Re-communicate vision
- Share the progress with stakeholders
- Involve relevant Stakeholders in planning and decision making

Mindset for PMP® exam

- Collaboration is one of the most important tool for problem resolution, planning, and decision making
- Understand the need for collaboration and take JUSTIFIED action

You are managing a project where the project management plan has been created and approached by responsible members of the organization. What is the next best course of action for you take?

- A. Email the project management plan to the team and stakeholders
- B. Upload the plan on the shared drive
- C. Conduct a kick-off meeting with the project team and relevant stakeholders
- D. Delegate the responsibility of sharing the plan to one of the project team members

You are managing a project where the Stakeholder Assessment matrix suggests that variance in current and desired level of engagement for several key stakeholders. What would be the best thing to do?

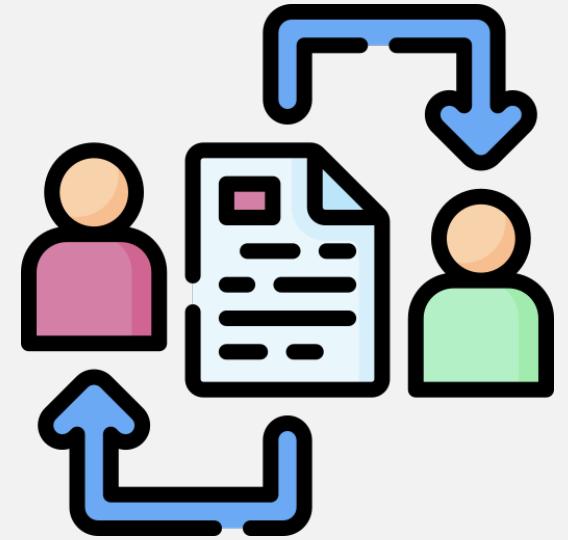
- A. Wait for the project end where the key stakeholders will start taking interest
- B. Escalate the issue to the project sponsor
- C. Update the stakeholder register
- D. Work with the key stakeholders to improve their engagement

Answer

1- C

2- D

Thank you!

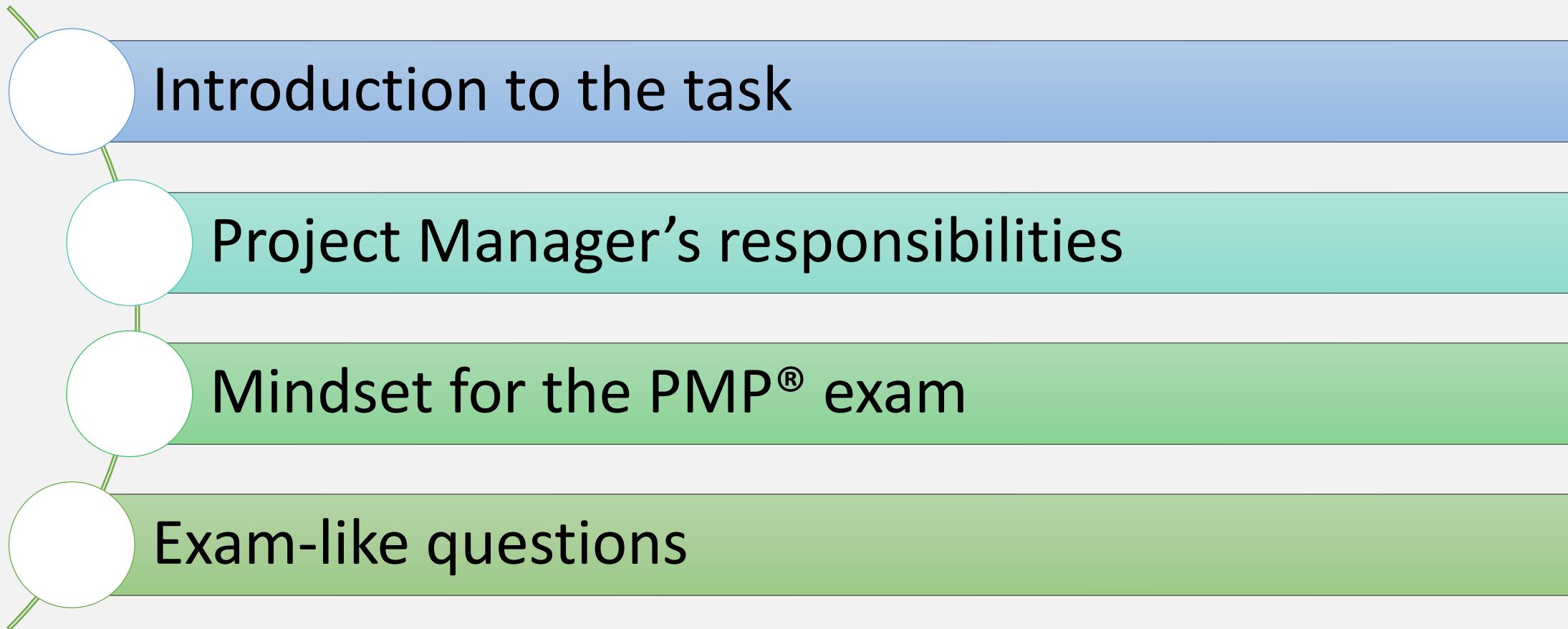


1.10 Build Shared understanding

Domain 1: People Domain

Task 10: Build Shared Understanding

Contents



Shared Understanding

“A new knowledge creation influenced by participation and collaboration and achieved by exchanging individual knowing for group knowing, thus changing from individual perspectives to a joint perspective that emerges from collective contributions.”

How to create Shared understanding?

- Our Favorite- Communicate & Recommunicate
- Project Vision- Uniting-view of where we are trying to get to
- Project Charter- Authorization of Project
- Project Plan- How? When? Who?

A large, orange, five-pointed starburst shape is centered in the lower right quadrant of the slide. It has a white outline and a solid orange fill.

Discussion &
Documentation

What should the Project Manager do?

Break down situation to identify the root cause of a misunderstanding

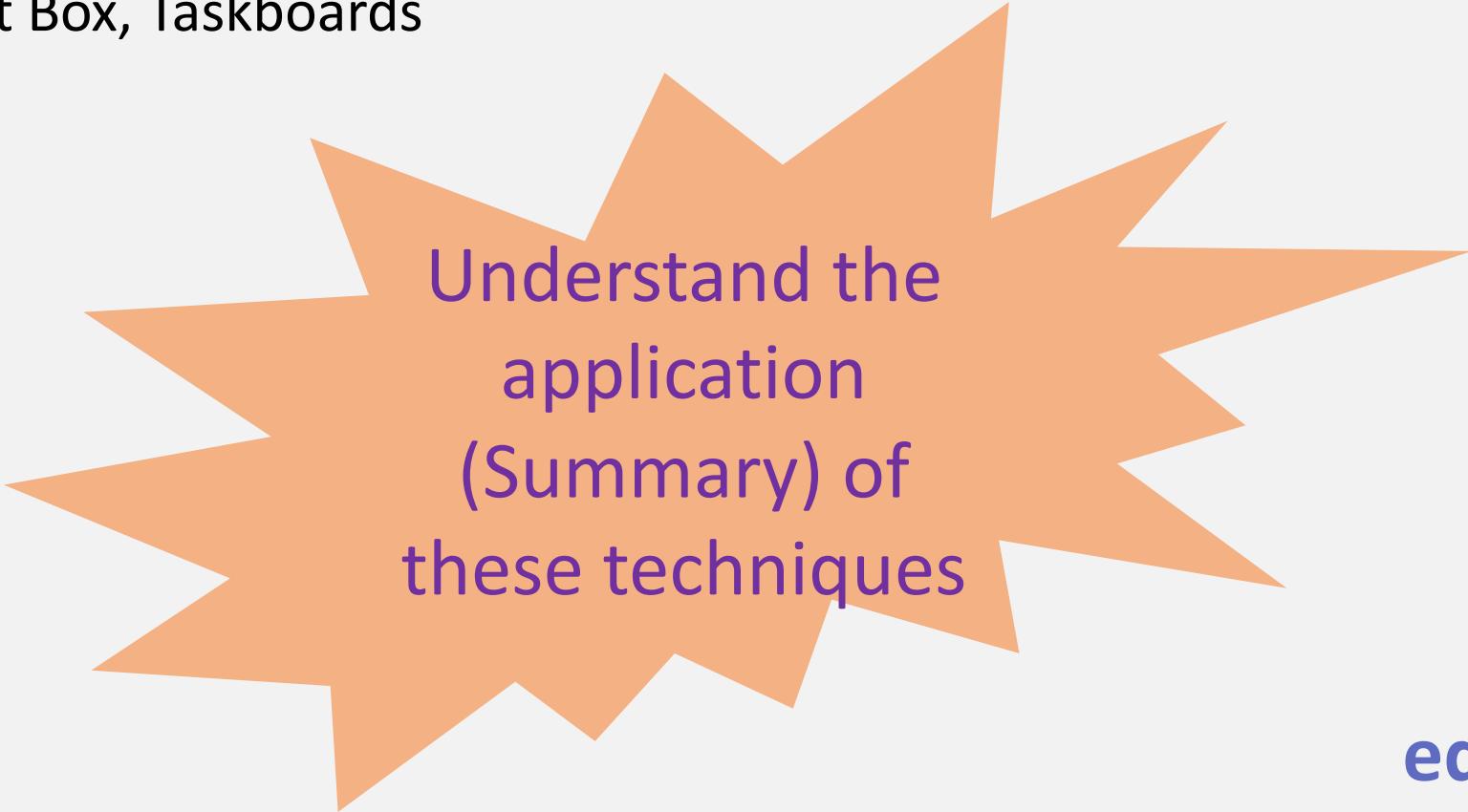
Survey all necessary parties to reach consensus

Support outcome of parties' agreement

Investigate potential misunderstandings

Identify root cause of misunderstanding

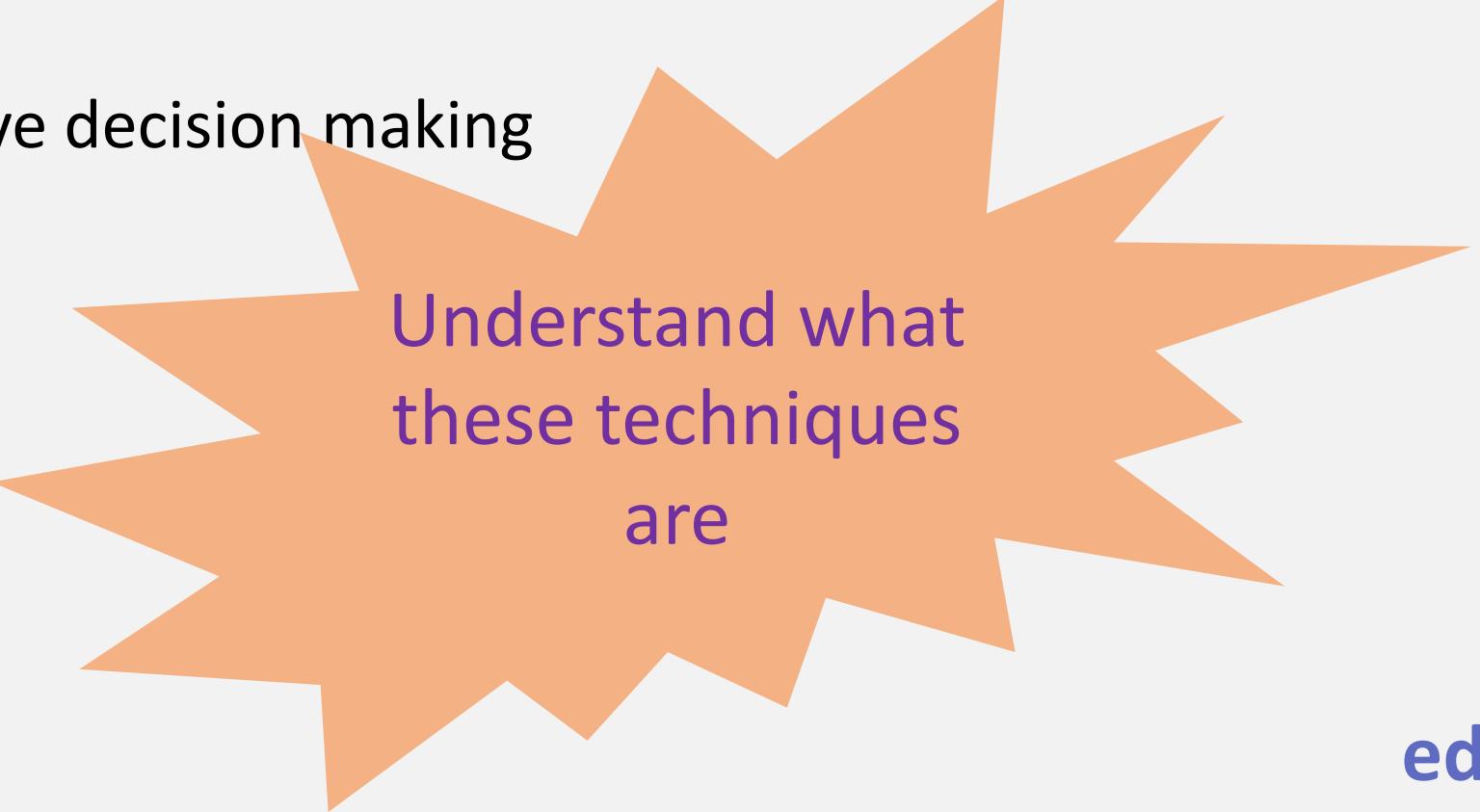
- Root cause analysis to find about the misunderstanding-
 - 5 Whys; Fish-bone Analysis
 - Metaphors, Product Box, Taskboards



Understand the
application
(Summary) of
these techniques

Survey to reach consensus

- Collective wisdom
 - Fist to Five; Roman voting; Wideband Delphi; Planning Poker
- Look for Collaborative decision making



Understand what
these techniques
are

Support outcome of parties' agreement

- Reach agreement to keep moving forward (Ground Rules)
- Refer Project Charter & Team Charter in case of confusion

Investigate potential misunderstanding

- Mistakes in Projects are inevitable
- Try to reduce the probability of mistakes
- How?
 - Building right kind of team- I and T-type of people
 - Reflecting on the work Retrospectives
 - Creating an environment of Transparency

Mindset for PMP® exam

- Mistakes are bound to happen; try to reduce the number of mistakes happening in project by ensuring clarity through documentation & regular discussions
- Learn the techniques discussed in the chapter- what and why- Details not required
- Create & Maintain documents >> Communicate & recommunicate >> Use Tools & techniques to find root causes

A change request is approved to add functionality to a deliverable. The client's representative agrees to the additional expense in a follow-up call. At the end of the project, the client disputes the charges for the extra functionality. It turns out that the representative has left the company. What should the project manager have done differently to avoid this situation?

- A. Used active listening skills to ensure understanding
- B. Followed up the phone conversation with a different choice of media
- C. Declined the customer's request as it is an example of scope creep
- D. Incorporated interactive communication to ensure a common understanding

You recently received an email from a client, which states, ""Thanks. We have received the goods you just shipped. You begin to close out the project, send the final invoice to the client, and release all of your staff. As you are preparing to leave for the day, you receive a voicemail from the client stating that the deliverables do not meet the required specifications. This information comes as a shock because you are sure the client has accepted the deliverables. What should you do now?

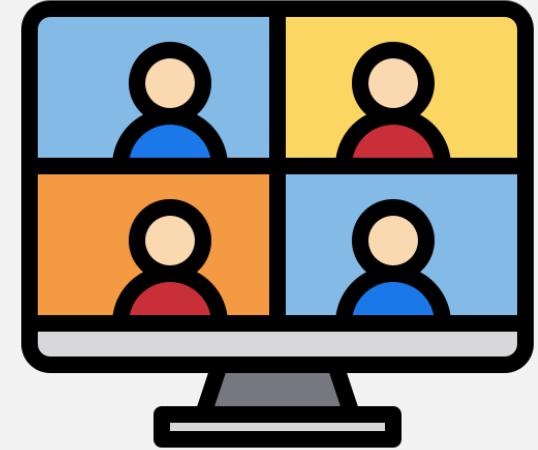
- A. Call the client and tell them that they have accepted the deliverables and should now pay the final invoice
- B. Call the client to understand why they think the deliverables do not meet the required specifications
- C. Contact the legal department to check the contract and ask them to suggest a course of action
- D. Ignore the voicemail from the client since their email indicates that they have already accepted the deliverables

Answer

1- B

2-B

Thank you!

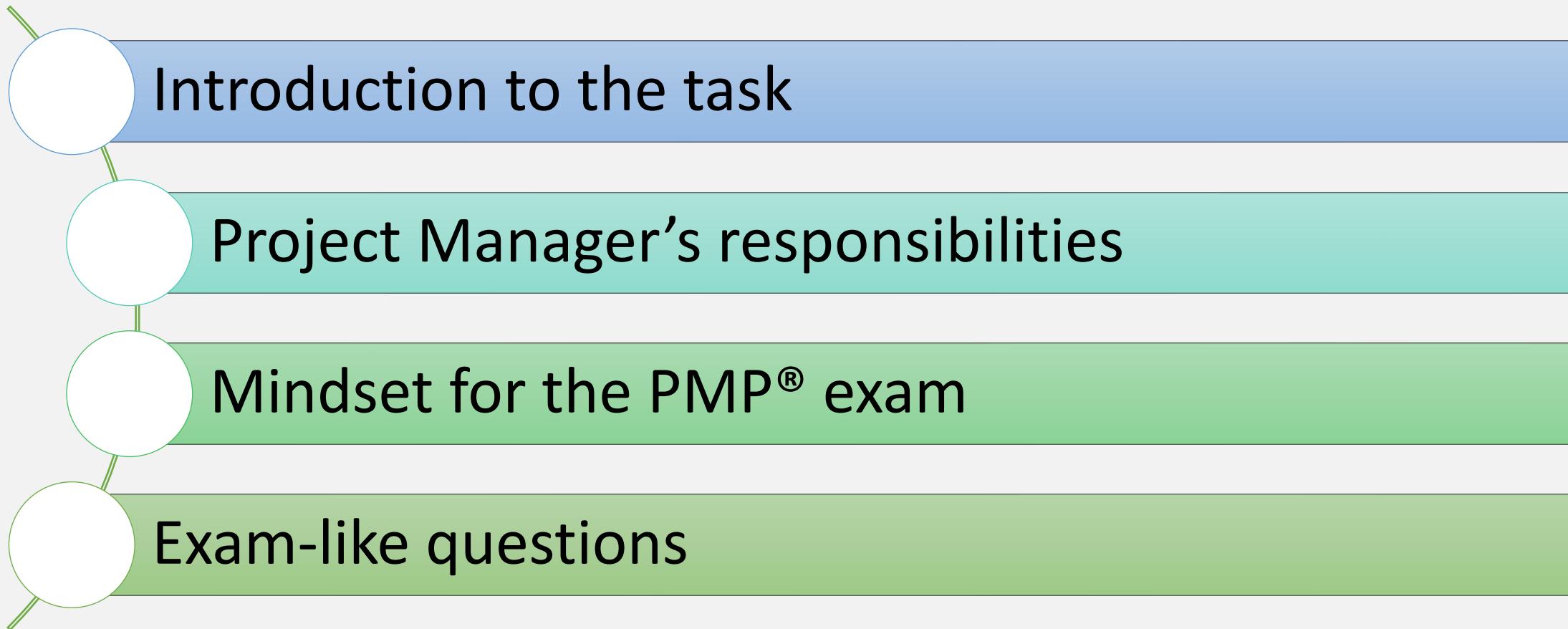


1.11 Engage virtual teams

Domain 1: People Domain

Task 11: Engage and Support virtual teams

Contents

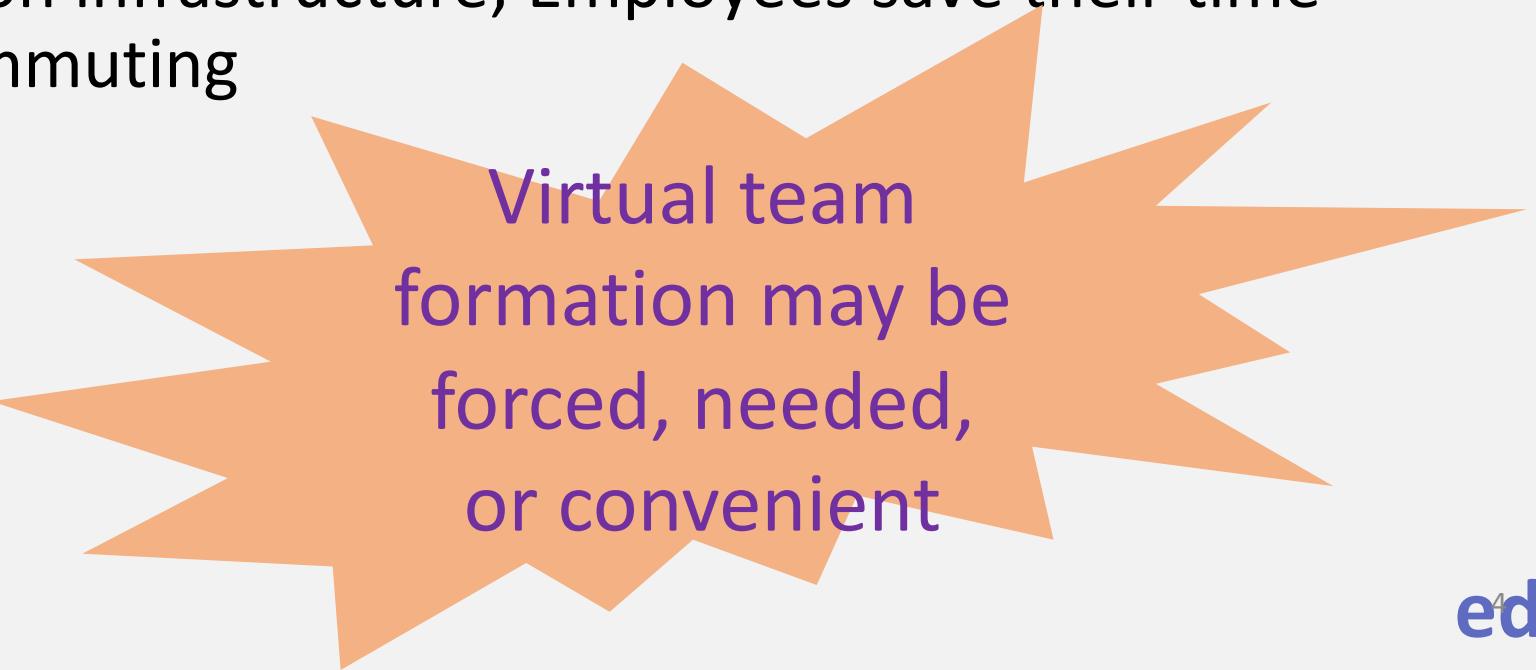


Virtual Teams

“A virtual team is a group of people who work together with a common purpose but are not located in the same place”

Why Virtual teams?

- Forced due to COVID restrictions
- Helps expand the pool of potential workers- cheaper/better options
- Opportunity to provide freedom and flexibility to team members
- Save cost by saving on infrastructure; Employees save their time otherwise spent commuting



Virtual team formation may be forced, needed, or convenient

What should the Project Manager do?

Examine virtual team member needs (e.g., environment, geography, culture, global, etc.)

Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement

Implement options for virtual team member engagement

Continually evaluate effectiveness of virtual team member engagement

Examine virtual team needs

- Consider the needs of virtual team members- additional to collocated
- Overcoming Isolation, promoting motivation, collaboration, and team development
- Comfortability with technology
- Lack of learning opportunities for younger/new employees

Investigate alternatives

- Communication tools, Colocation opportunities
- Tools for collaboration & document management- Zoho, Zoom, Sharepoint, Asana-
- Understanding the richness of Communication through different medium
- Consider a mix of approach for different situation

Implement option for engagement

- Understand the type of your team- Co-located or virtual or mix
- Find ways to meet face-to-face (once or twice), as early as possible
- Communicate and re-communicate pros & cons of virtual teams
- Provide opportunities to be flexible

Evaluate effectiveness of engagement

- Plan > Execute > Test
- Check Project progress & performance
- Surveys, Questionnaire, discussions

Mindset for PMP® exam

- Think beyond the obvious
- Understand the downside & upside of virtual teams
- Influence to make the practices you decide for virtual teams a normality in your project
- Video call is best alternative to Face 2 Face meetings
- Understand the challenges and communicate proactively

Question

You are midway through a project where you realize the need of keeping non-essential workers at home due to a Pandemic prevalent in world. However, the resource management plan mandates the use of physical colocation to enhance communication and collaboration. What is your best course of action?

- A. Request a change to the resource management plan to incorporate the use of virtual tools to replicate colocation in a remote environment
- B. Examine virtual team member needs, investigate alternatives, and implement options for virtual team member engagement
- C. Submit a change request to update the project management plan to migrate the project management approach from hybrid to predictive
- D. Put the project on hold until the pandemic is over and then bring the team back on-site to comply with the resource management plan

Question

A physically co-located agile team demonstrated high levels of team bonding and constructive disagreements on many issues which the customer liked. Sponsors noticed that the team was very active in social media as well. Which of the following can be an effective communication strategy in case of COVID restrictions?

- A. Use social media as the primary mode of communication between team members
- B. Arrange physical F2F meetings with 50% strength
- C. Postpone the project till the restrictions are lifted
- D. Use emails for routine updates

Thank you!



1.12 Define Team Ground Rules

Domain 1: People Domain

Task 12: Define team ground rules

Ground Rules

“Clear Agreements on how team members will treat each other and behave as part of the team”

Key points for ground rules

Decided by team >> Accepted by team
>> Followed by team

- How team meetings will be run
- How the team will handle conflicts
- How decisions will be taken

Why?

- As a guide to know which behavior is acceptable
- Set basic behavior norms
- Clear expectations and fewer misunderstandings

MEETING GROUND RULES

1. Arrive on time to ensure starting and ending on time;
2. Have agenda and come prepared;
3. Be concise, stay on topic (use "parking lot" items);
4. No disruptions: phone, email, text, side conversations;
5. Ask clarifying questions if you don't understand;
6. Value the strength of diverse input;
7. Demonstrate mutual respect, no negative criticism;
8. If you disagree, propose a solution;
9. Respect confidentiality;
10. Have fun / use humor;

What should the PM do?

Communicate organizational principles
with team and external stakeholders

Establish an environment that fosters
adherence to the ground rules

Manage and rectify ground rule
violations

Communicate organizational principles

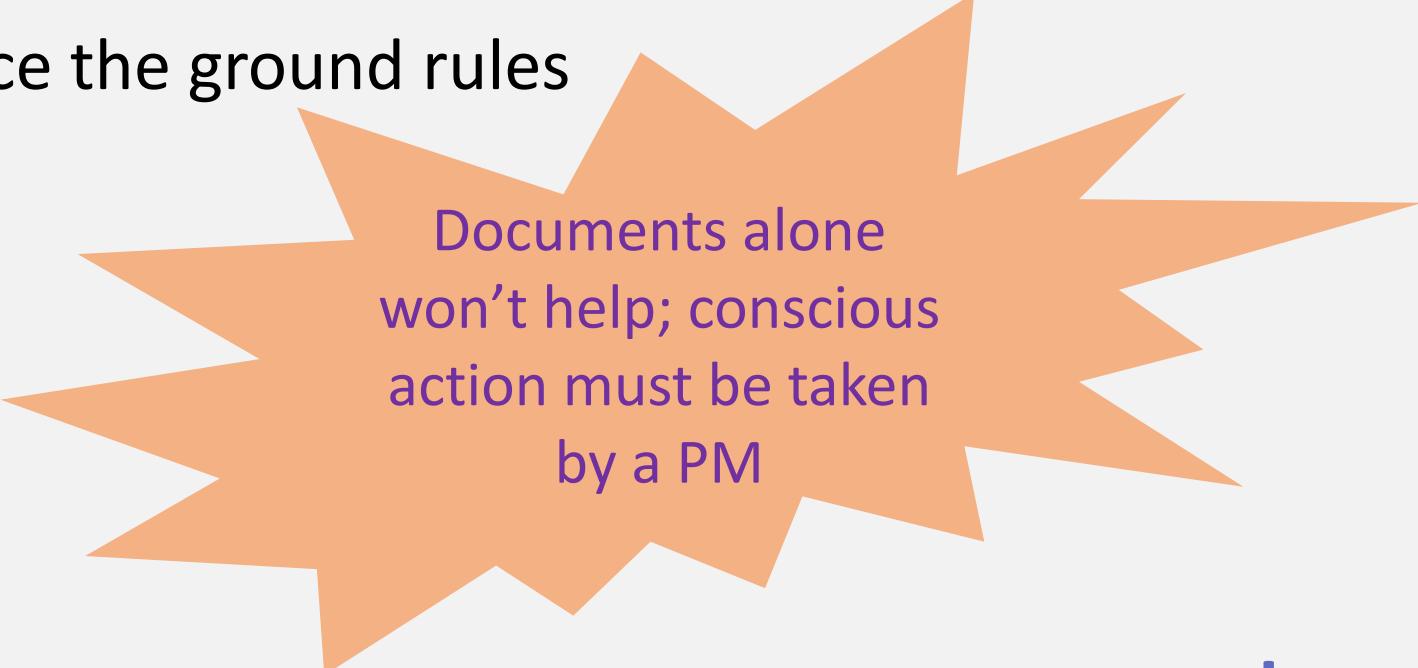
Use Team Charter: A document that defines how the team decided to work together. – values, agreements, and practices

Communicate regularly and often

Display in a Large highly-visible areas

Establish environment that fosters adherence

- Display what you desire (Charismatic Leadership)
- PM's should not break or bend the rules
- Communicate and Re-communicate the rules to the team
- Let the team create and enforce the ground rules



Documents alone
won't help; conscious
action must be taken
by a PM

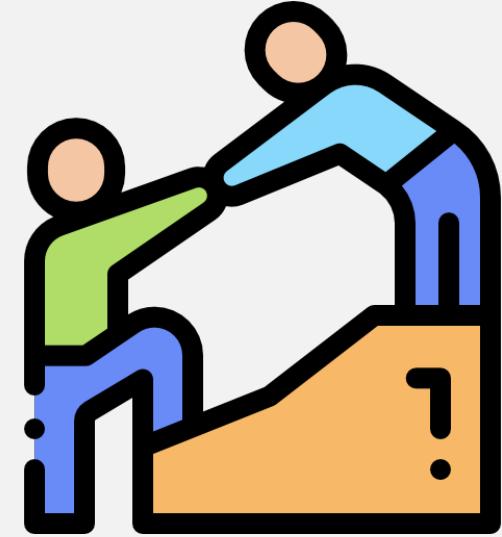
Manage and rectify ground rule violations

- Never ignore the violations- otherwise all efforts taken to develop the rules and create an environment will go for waste
- Collaborate and discuss with the person violating the rules
- Intervention of anyone external from the team should be justified.
For e.g. repetitive offenders or deliberate offenders

Mindset for PMP® exam

- Ground rules must be developed for both internal & external stakeholders
- Continuously evaluate and update the ground rules
- Display the rules in a highly visible area to serve as a constant reminder
- If you join a project team mid-way that doesn't have the Ground rules defined, facilitate creating one
- An easy and simple short list of Ground rules is much better than a comprehensive list that most of the team members don't understand
- You must yourself display the behaviour that you desire from your team
- Let the team build the ground rules collectively
- Collaboration is the best way to handle ignorant violations
- Harsh decision can be taken but must be justified.

Thank you!

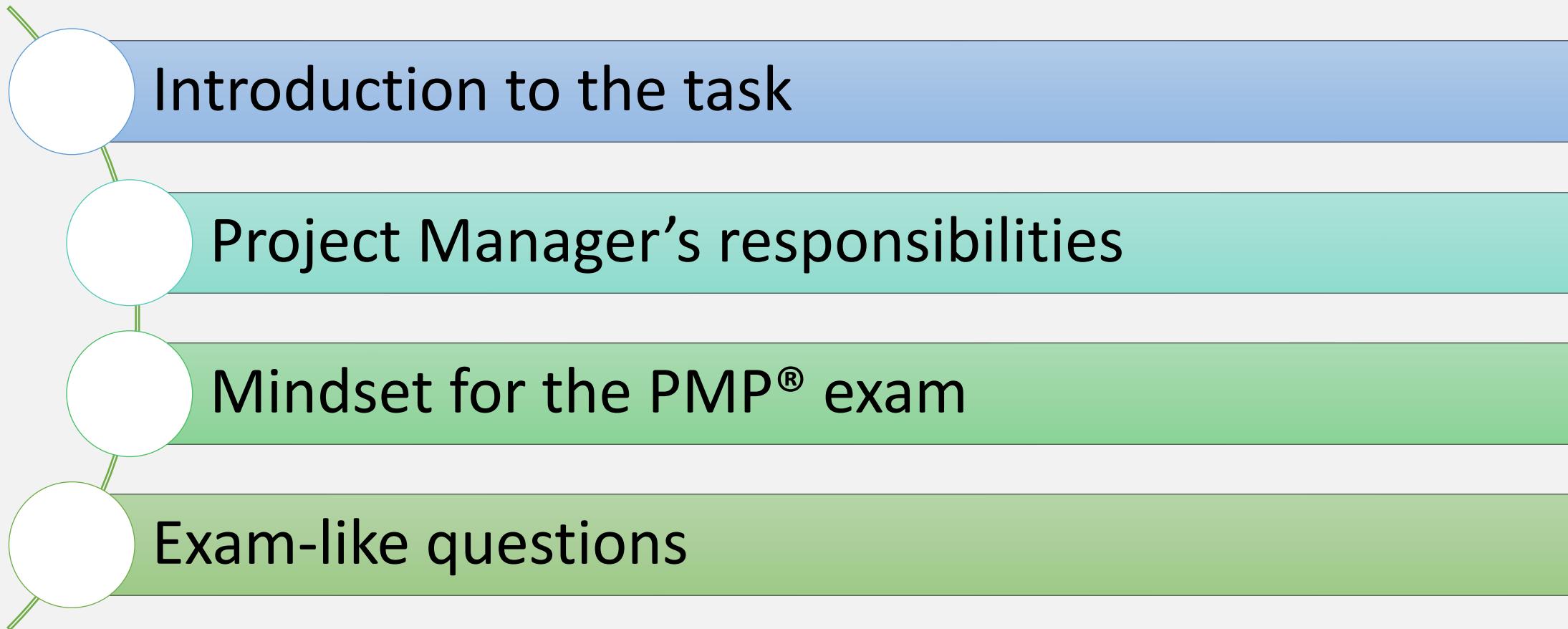


1.13 Mentor Stakeholders

Domain 1: People Domain

Task 13: Mentor relevant stakeholders

Contents



Mentorship

A mentorship is a relationship between two people where the individual with more experience, knowledge, and connections is able to pass along what they have learned to a more junior individual within a certain field.

What should the Project Manager do?



1.13.1 Allocate time to mentoring

- Plan your time and effort for mentoring stakeholders just like you do for carrying out project activities
- Efforts required to mentor different individuals would be different

1.13.2 Recognize and act on mentoring opportunities

- Take both success and failure as opportunities to learn
- Follow up mentoring with practice and experience to affect real growth
- Think beyond technical skills

Mindset for PMP® exam

- Mentorship efforts must be planned and opportunities pro-actively identified
- Follow-up mentorship with practices and tasks

A project manager is managing a project, which has been plagued with quality issues, and she decides to schedule a meeting to determine how to address the issues. The meeting went on for long but was adjourned without any action points discussed to prevent the problems from recurring. What might have made the meeting more productive?

- A. Calling Project sponsor in the meeting
- B. Development of a more detailed agenda for the meeting
- C. The use of a skilled facilitator to guide the meeting
- D. Inviting more appropriate meeting participants

A key stakeholder frequently calls and emails the development team to get status and various types of reports on an Agile project. The team members have spent a lot of time in providing that and it has negatively affected the team's progress. What should you do as a Project Manager?

- A. Ignore the issue as team is self organizing, they will manage
- B. Educate the stakeholder on Agile practices and use of information radiators
- C. Ask the stakeholder to always discuss with the product owner
- D. Let the team decide on how to handle this issue

Answer

1- C

2- B

Thank you!

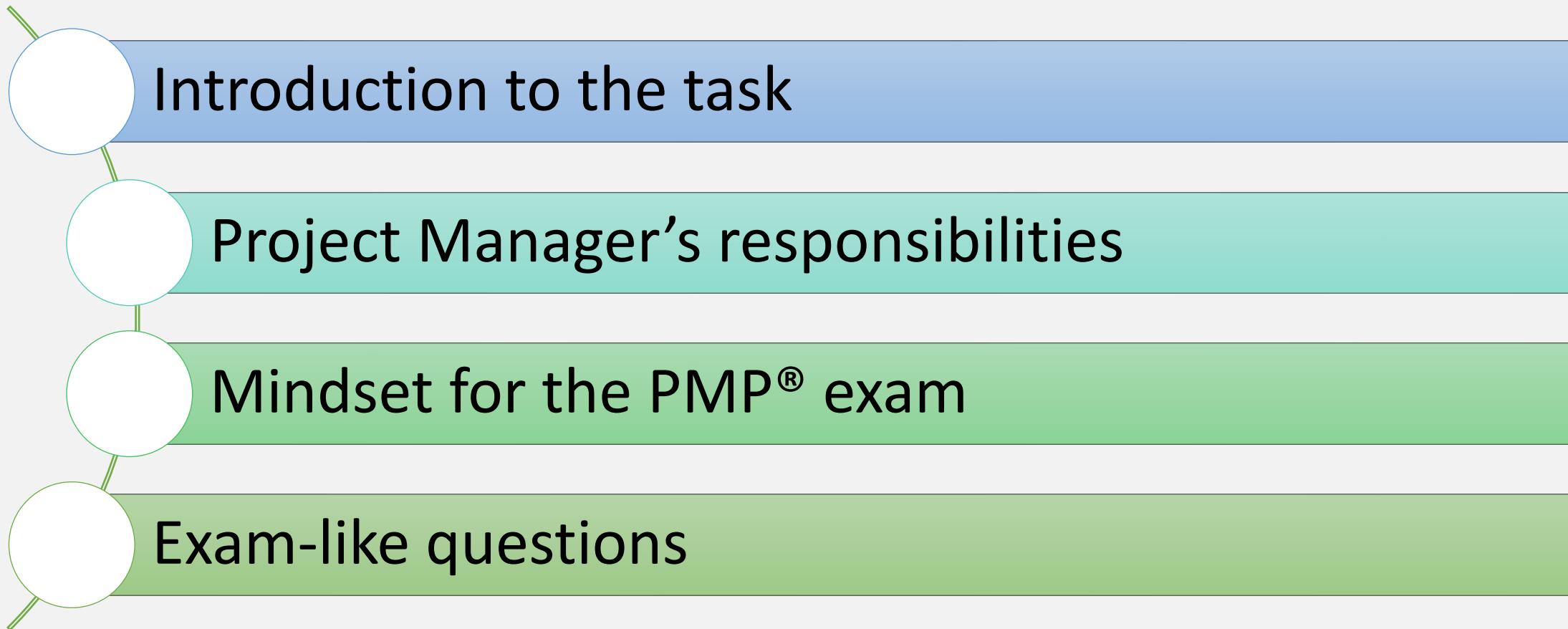


1.14 Promote Team performance

Domain 1: People Domain

Task 14: Promotes team performance through application of emotional intelligence

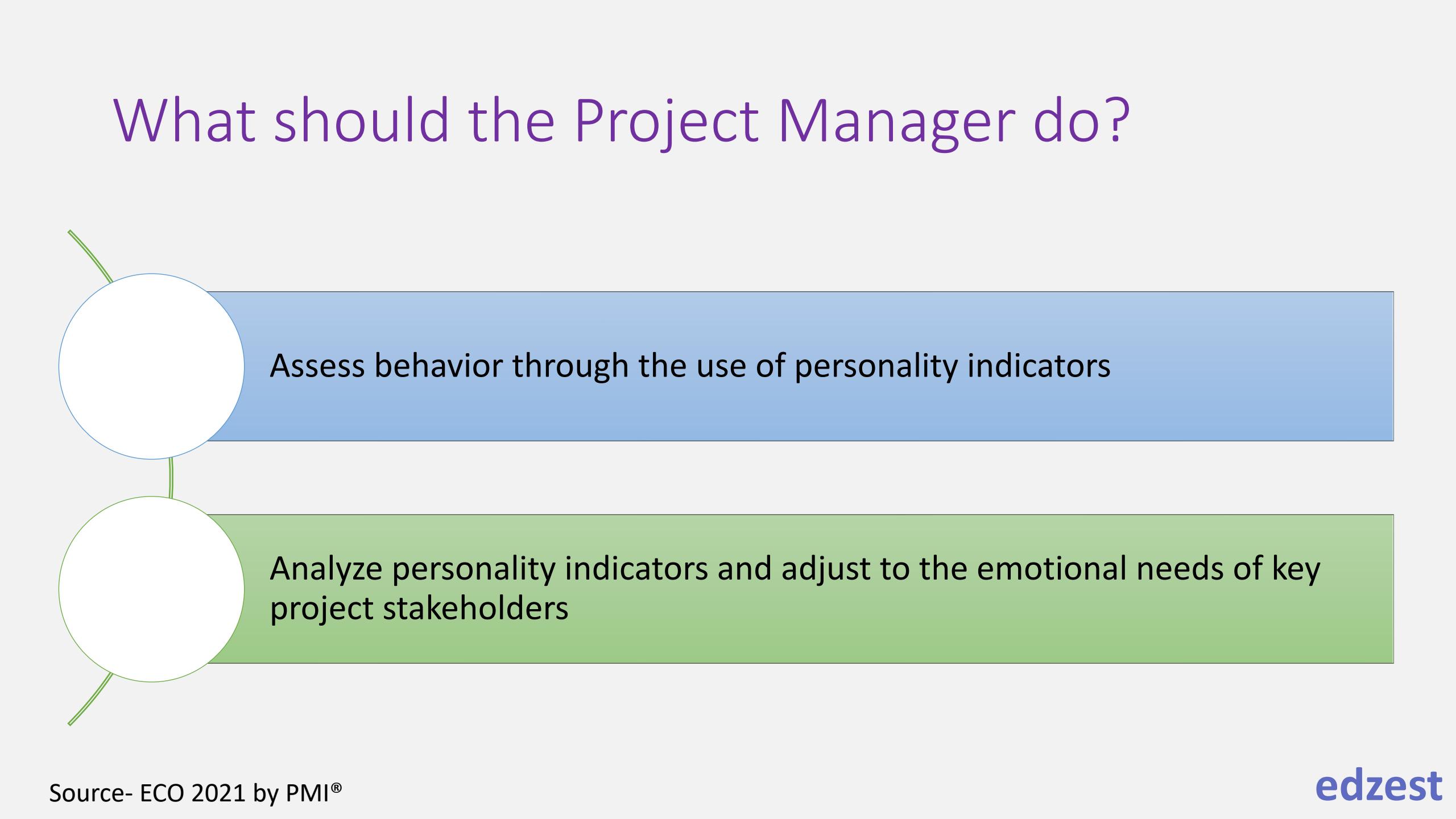
Contents



Emotional Intelligence

the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict.

What should the Project Manager do?



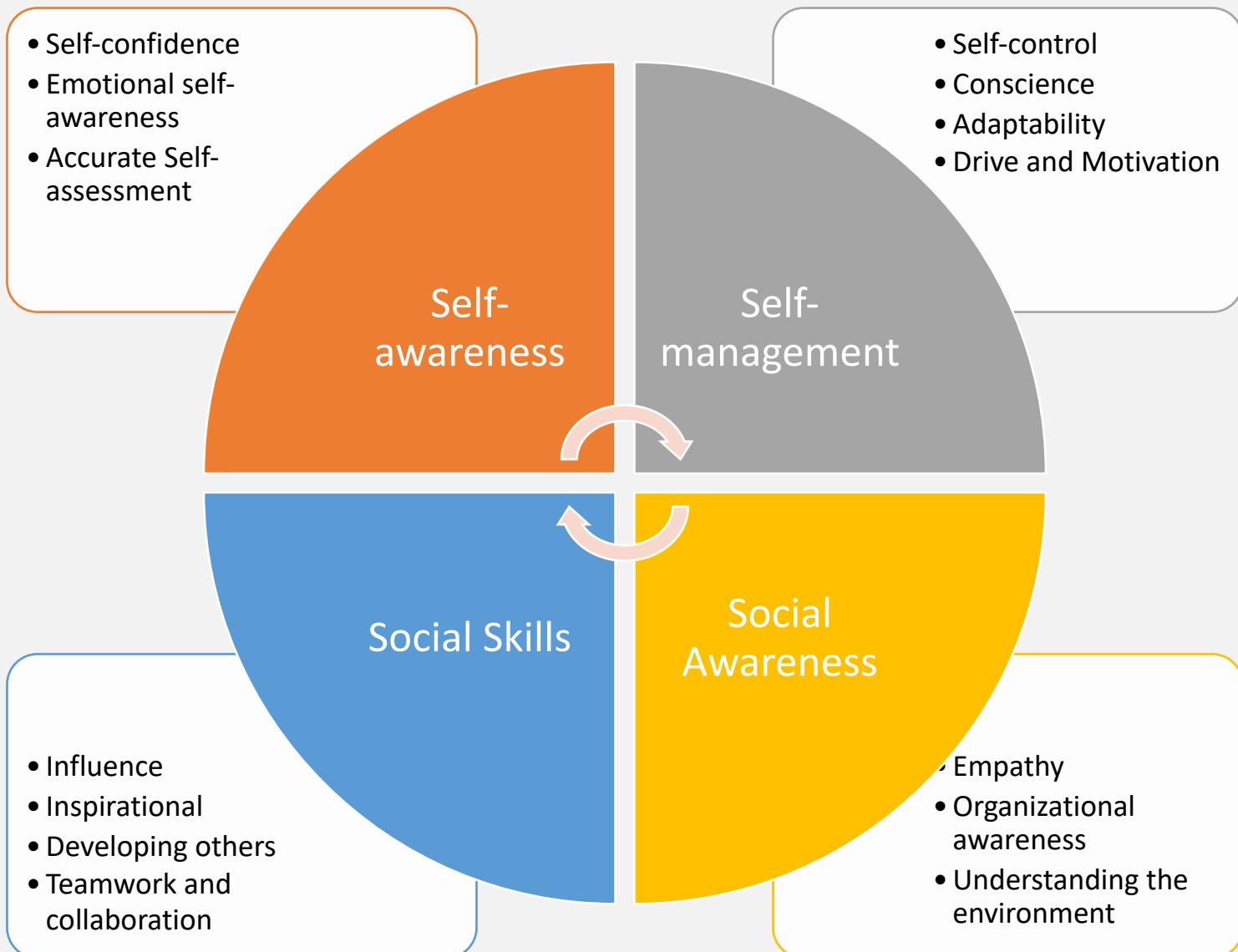
Assess behavior through the use of personality indicators

Analyze personality indicators and adjust to the emotional needs of key project stakeholders

1.14.1 Assess behavior through performance indicator

- KPI- Key Performance Indicator
- Carry out personality assessments

1.14.2 Analyse performance indicators & adjust



Mindset for PMP® exam

- Communicating, Connecting, Team building, Influence, Collaboration, Leadership are aspects of emotional intelligence that will be tested.
- Understand yourself >> Understand others

A project to integrate hardware and software is in execution. The hardware requirements are well-defined with a detailed WBS. The software requirements, however, are vague and frequently change, forcing the team to develop the product incrementally with short feedback loops. The team is frustrated by the frequency of changes and the chaos that they create. How should the project manager respond?

- A. Ignore the team's frustration and focus on the project goals
- B. Absorb the team's frustrations and demonstrate positivity
- C. Institute a strict change control process for software development
- D. Eliminate the short feedback loops to allow more flexibility

The work is getting done, and the project is on track. However, the project manager does not understand why so many team members keep requesting to be moved off the project. As far as the project manager is concerned, all she is trying to do is to ensure that the work is being completed as specified in the project management plan. What might be the most likely cause?

- A. The project manager gives the team too much work.
- B. The team lacks the training needed to complete project activities.
- C. The project manager lacks emotional intelligence.
- D. The project manager does not clearly communicate the project's objectives.

Answer

1- B

2- C

Thank you!

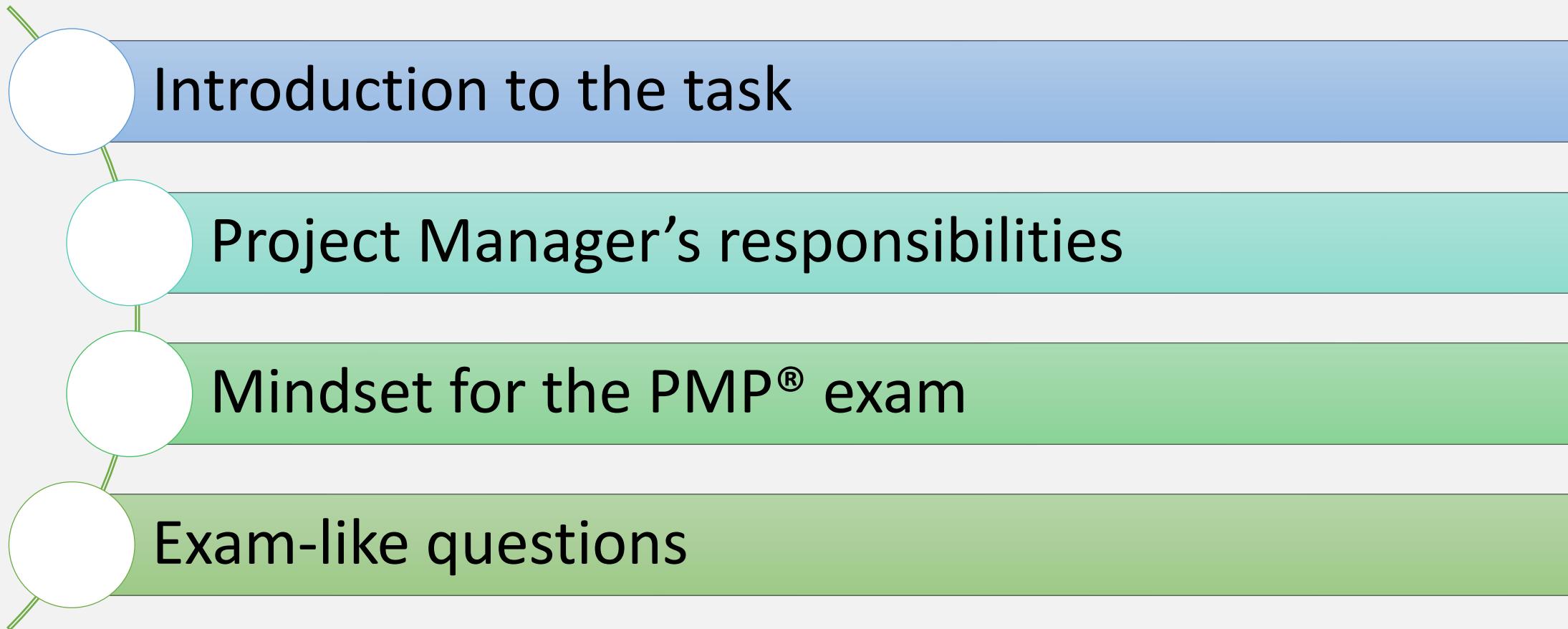


2.1 Execute with urgency

Domain 2: Process Domain

Task 1: Execute project with urgency required to deliver business value

Contents



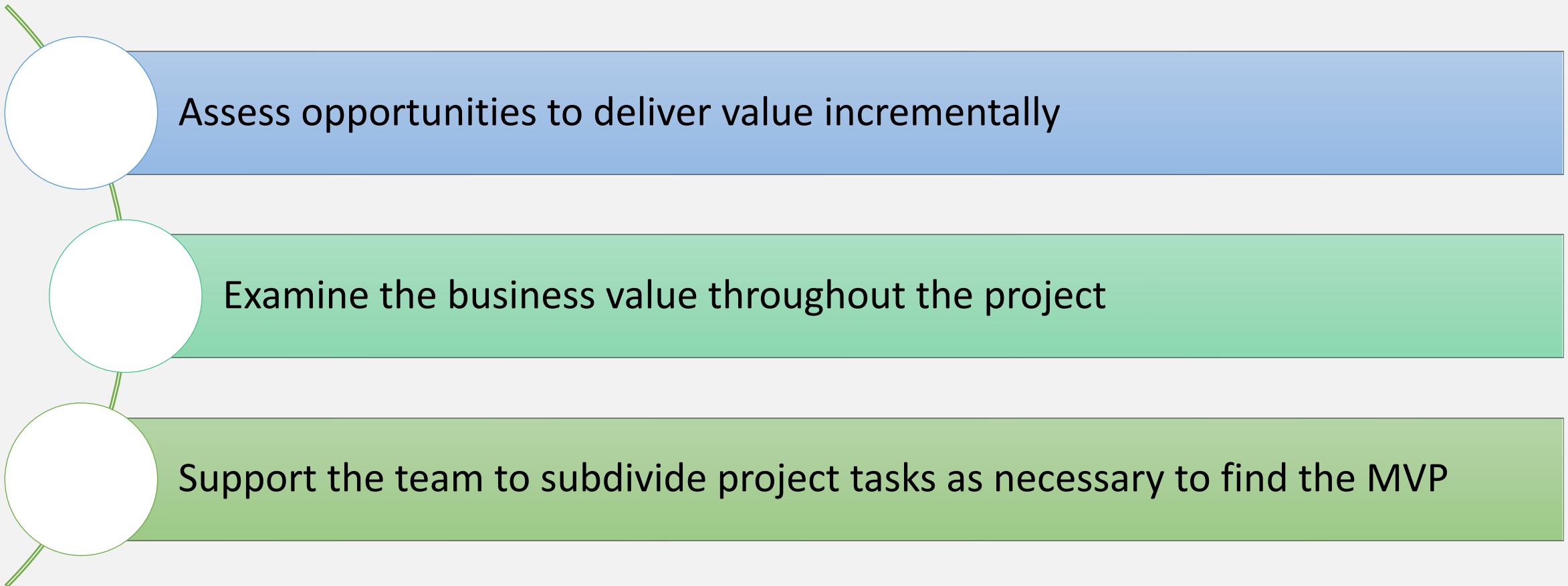
Value

the importance, worth, or usefulness of something

How to create a sense of urgency?

- Communicate and recommunicate project vision
- Keep customer at the centre of focus
- Deliver quickly, Fail quickly (if at all), gather feedback early, improve

What should the Project Manager do?



Assess opportunities to deliver value

- Try to deliver incrementally
- Agile- Projects can be broken down into releases
- Traditional- Projects can be broken down into phases
- Know the benefits of incremental delivery: Early feedback, ROI etc.

Examine the business value throughout

- Monitor value delivery throughout the project
- Values can be Environmental, Financial, Social,
- Create a product roadmap to continuously check the plan vs actual

Support the team to subdivide project tasks

- Understand the concept of MVP
- Use Value stream mapping to find out value adding and non-value adding activities
- Measure what matter
- Show progress & trends
- Inspect & adapt

Mindset for PMP® exam

- Value delivery is the most important aspect of Project Management
- Know the concepts- MVP, Value stream mapping, Product roadmap
- Value can be realized in multiple ways
- Fail early, learn fast, inspect & adapt regularly

A project management plan specifies that the deliverables will be developed iteratively, but the reporting to the stakeholders will be done using predictive tools and techniques. As project execution begins, the project manager collects trends about velocity, costs, and quality per iteration. Then the project manager sums up the data and extrapolates it at a project level. What is the project manager likely trying to accomplish?

- A. Collecting stakeholder requirements
- B. Tracking project performance
- C. Controlling the quality of deliverables
- D. Documenting lessons learned

A project manager is leading an infrastructure development project and is in the process of comparing actual overall project performance against the performance objectives described in the project management plan. Which of the following activities is the project manager least likely to conduct during this process?

- A. Analyzing individuals or groups affected by the project
- B. Checking the status of individual project risks
- C. Providing forecasts to update the current cost and schedule information
- D. Monitoring implementation of approved changes as they occur

Answer

1- B

2- C

Thank you!

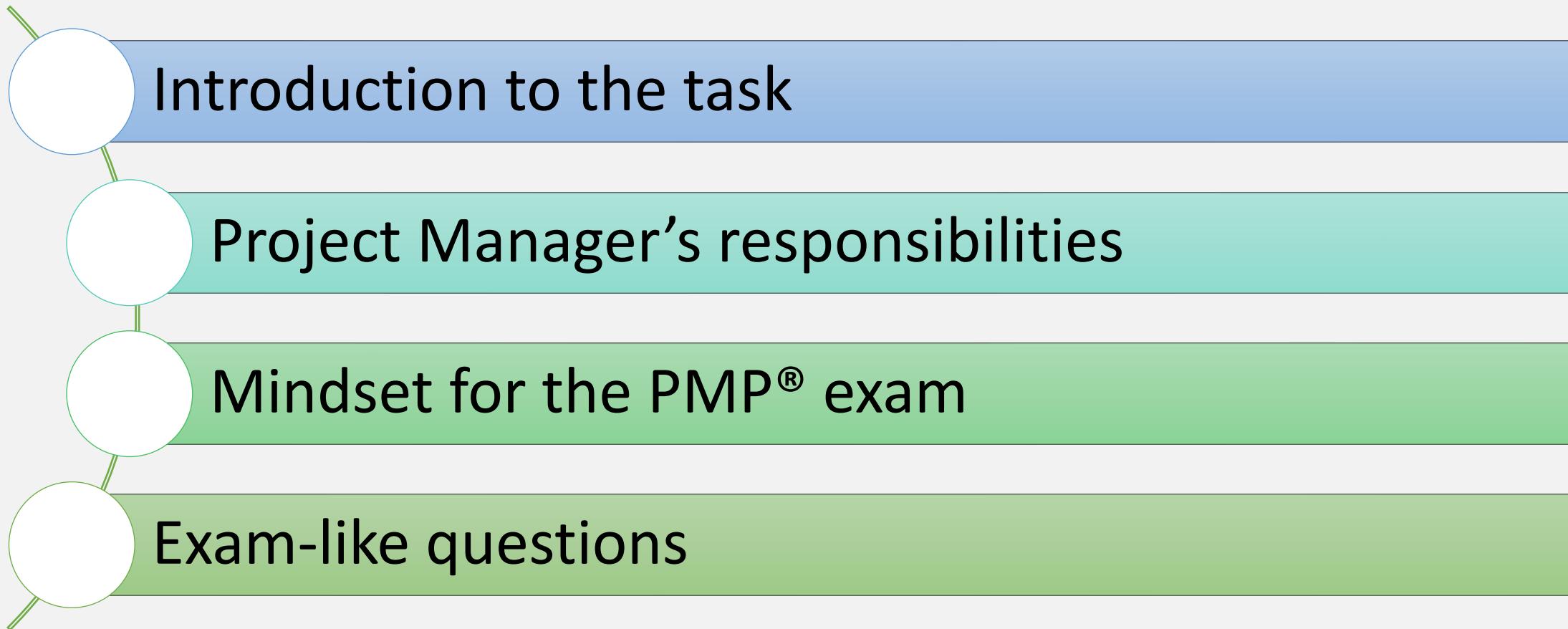


2.2 Communication

Domain 2: Process Domain

Task 2: Manage Communication

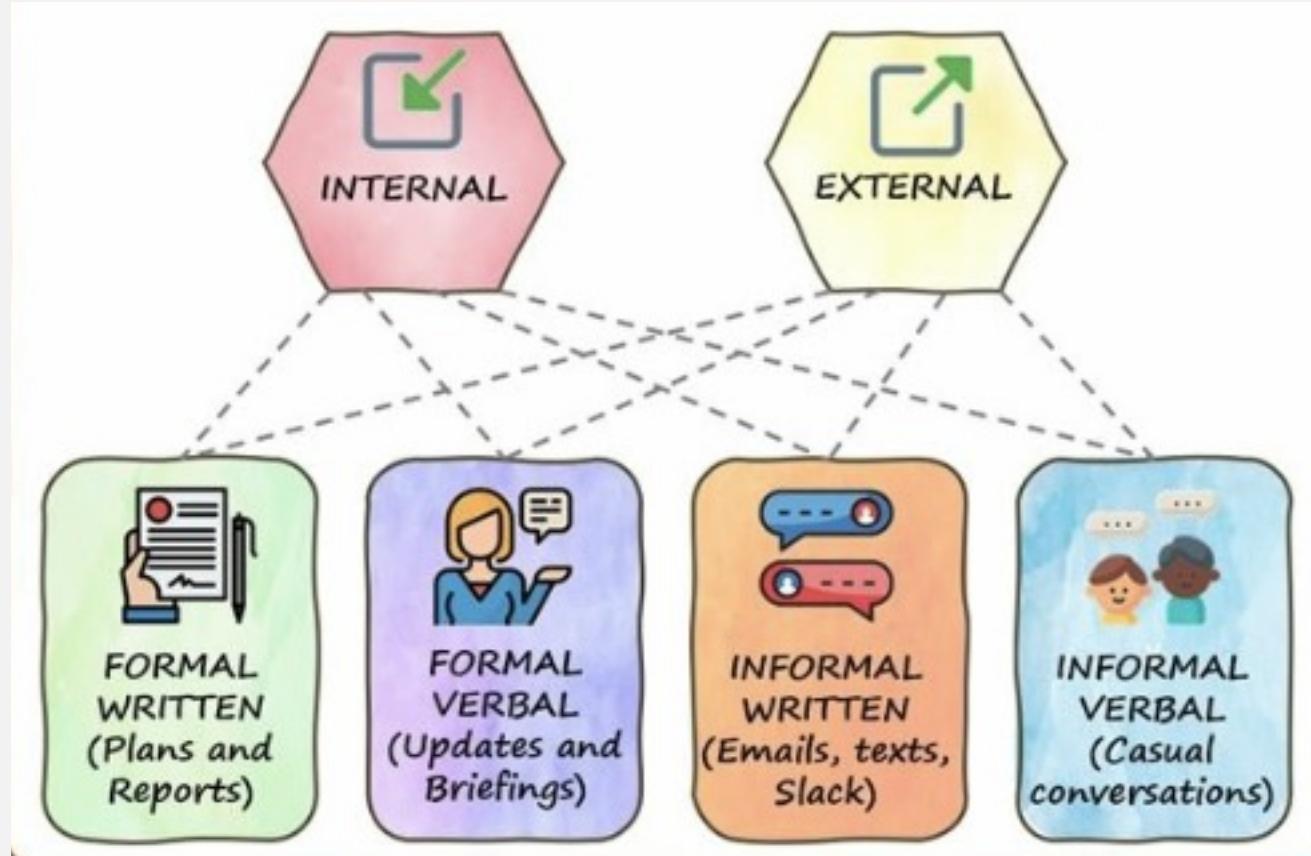
Contents



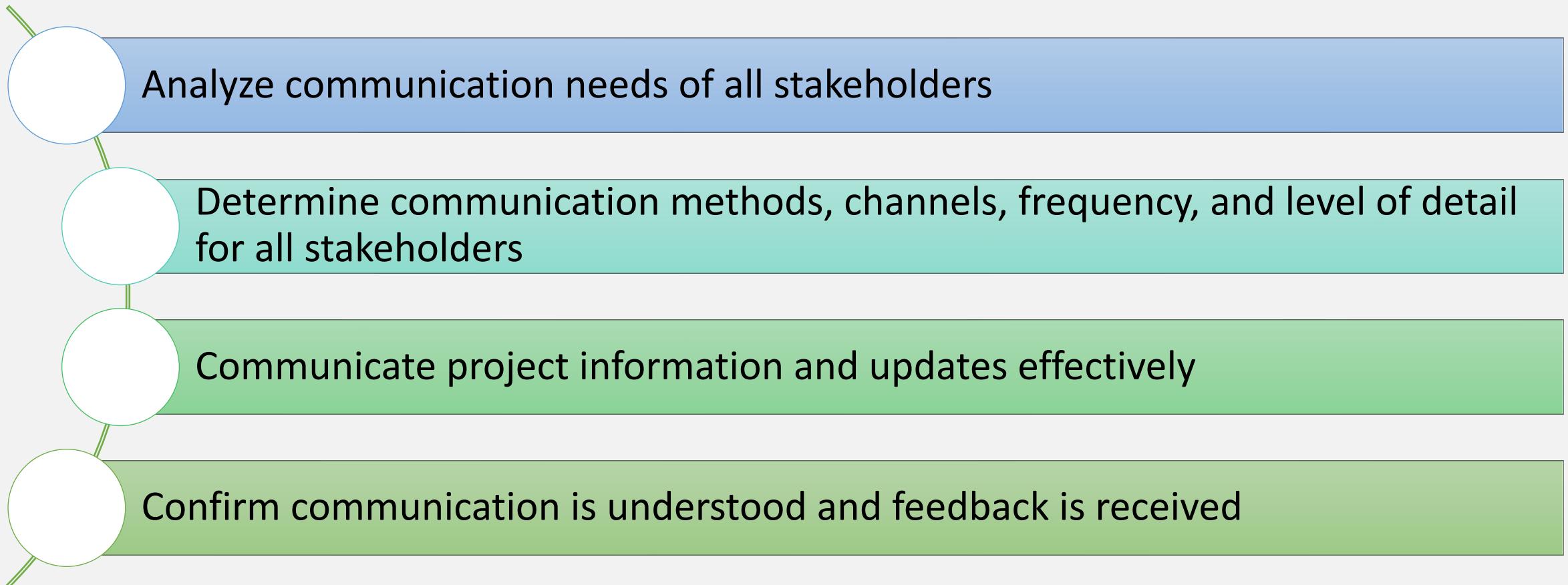
Communication

“The single best problem in communication is the illusion that it has taken place”

Types of Communication



What should the Project Manager do?



Analyze communication needs

- Identify the communication needs by talking to the stakeholders
- Mention the details in Stakeholder register (Traditional)
- Use multiple techniques to identify needs- Brainstorming, Focus group, Interviews, workshops, questionnaire, surveys

Determine communication methods

- Establish how people like to communicate
- Emails, Websites, WhatsApp etc.
- Create a communication management plan

Communicate project information and updates

- Gather and communicate project information regularly
- Push & Pull communication
- Use Information radiator

Confirm communication is understood

- Always ask for a feedback
- Always act on the feedback received

Mindset for PMP® exam

- Understand “Gulf of Evaluation”
- Work proactively on communication
- Communicate frequently
- Revisit your plans regularly

To enable osmotic communication, the project manager collocates the agile team members. This setup works well until some of the developers start complaining about the chit-chat noise, preventing them from focusing on some difficult programming tasks.

Which of the following tools would help the team in resolving the issue?

- A. Caves and common
- B. Tacit knowledge
- C. Pair programming
- D. Networking

You are in charge of a large project to install internet hubs across your city. Although most of the project variables are clear and can be managed using the waterfall approach, technical aspects are not fully defined and will be elaborated as the project progresses. The sponsor requests that project information be communicated frequently and quickly. To address the sponsor's request, you will use all of the following, except:

- A. Holding frequent team checkpoints
- B. Conducting regular stakeholder reviews
- C. Implementing information radiators
- D. Communicating project status weekly

Answer

1- A

2- D

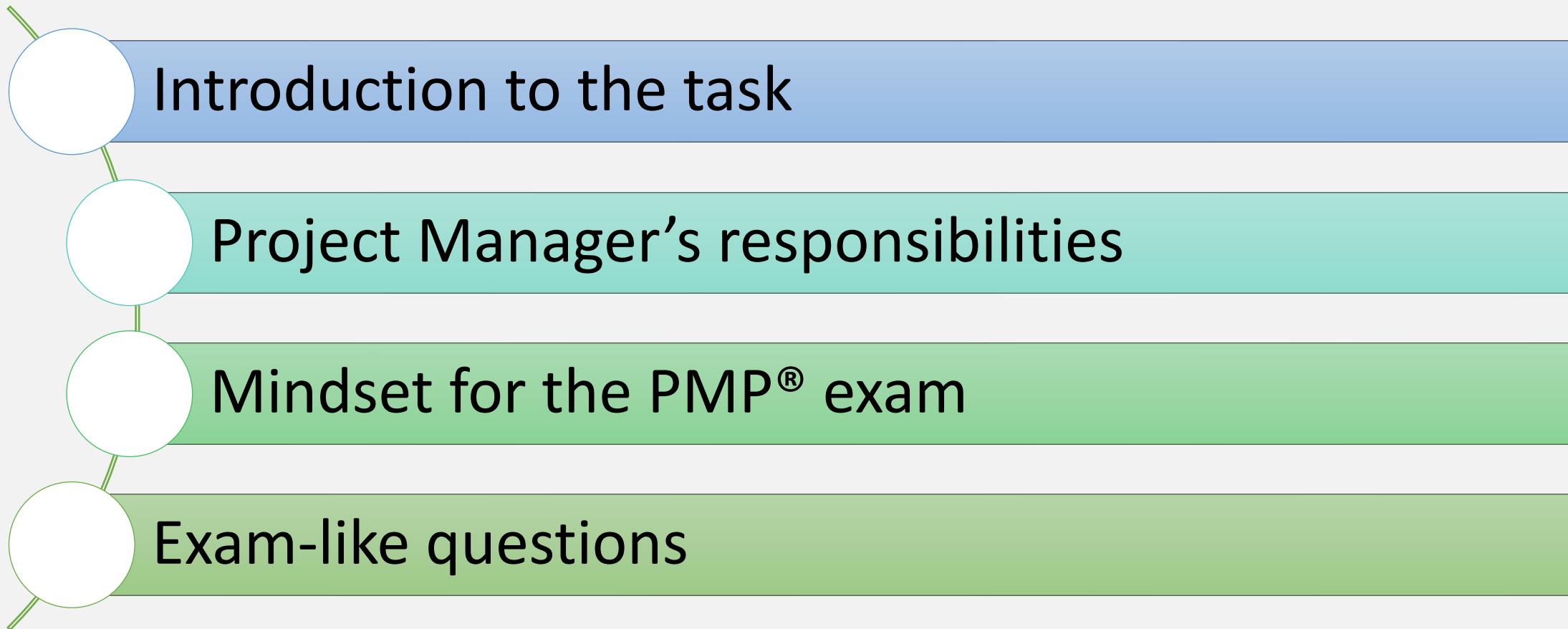
Thank you!



2.3 Risks

Domain 2: Process Domain
Task 3: Assess and Manage Risks

Contents



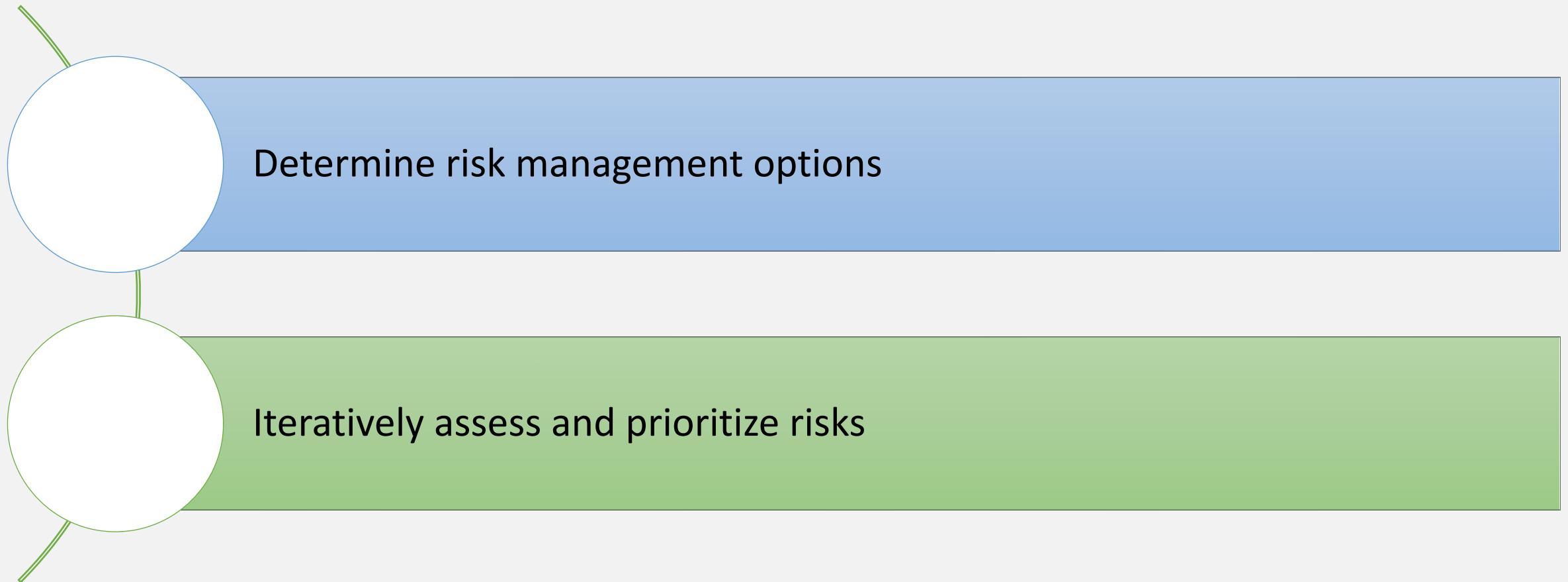
Risks

Risk is an uncertain event or condition, which may create a positive (opportunities) or a negative(threats) impact on a project or its objective.

Key concepts

- Risk Trigger- Event or situation that indicates a risk is about to occur or has occurred. – a warning sign or symptom
- Issue- A risk that has already occurred.
- Risk Appetite- Amount of uncertainty an organization or person is willing to accept in anticipation of a reward
- Risk Threshold (Tolerance)- Acceptable variation around an objective

What should the Project Manager do?



Determine risk management options

- **Traditional**- well-defined, structured, and conscious efforts- More documents for better clarity
- **Agile**- Find out risks associated with prioritized features and take action- Less document more execution

Iteratively assess and prioritize risks

- Iterative- repeated often
- Adjust Product backlog according to risk features as well.
- Add risk efforts to all the estimates

Mindset for PMP® exam

- Carry out risk related work repetitively and regularly
- Understand the concepts well
- $EMV = \text{Probability} \times \text{Impact}$
- Plan the responses in advance & motivate team to follow the plan

Based on the risk appetite of key project stakeholders, the scrum master determines the risk threshold of +5% around the schedule objectives and estimates that to complete all user stories in the project backlog, the project team will need 40 two-week sprints. Based on this information, how many weeks will the project take to complete?

- A. Between 38 and 42 sprints
- B. Between 35 and 45 sprints
- C. Between 76 and 84 weeks
- D. Cannot be determined

According to the risk management plan, the Perform Qualitative Risk Analysis process should be conducted once during project planning and then during project execution each time a major risk is identified. Midway into project execution, the team members feel the risk management approach does not address the iterative nature of the product being developed. What is the best course of action for the project manager?

- A. Instruct the project team to conduct Perform Qualitative Risk Analysis for minor risks also
- B. Conduct the Perform Qualitative Risk Analysis process before the start of each iteration
- C. Submit a change request to switch the nature of the product from iterative to predictive
- D. Proceed with the risk management approach as specified in the risk management plan

Answer

1- C

2- B

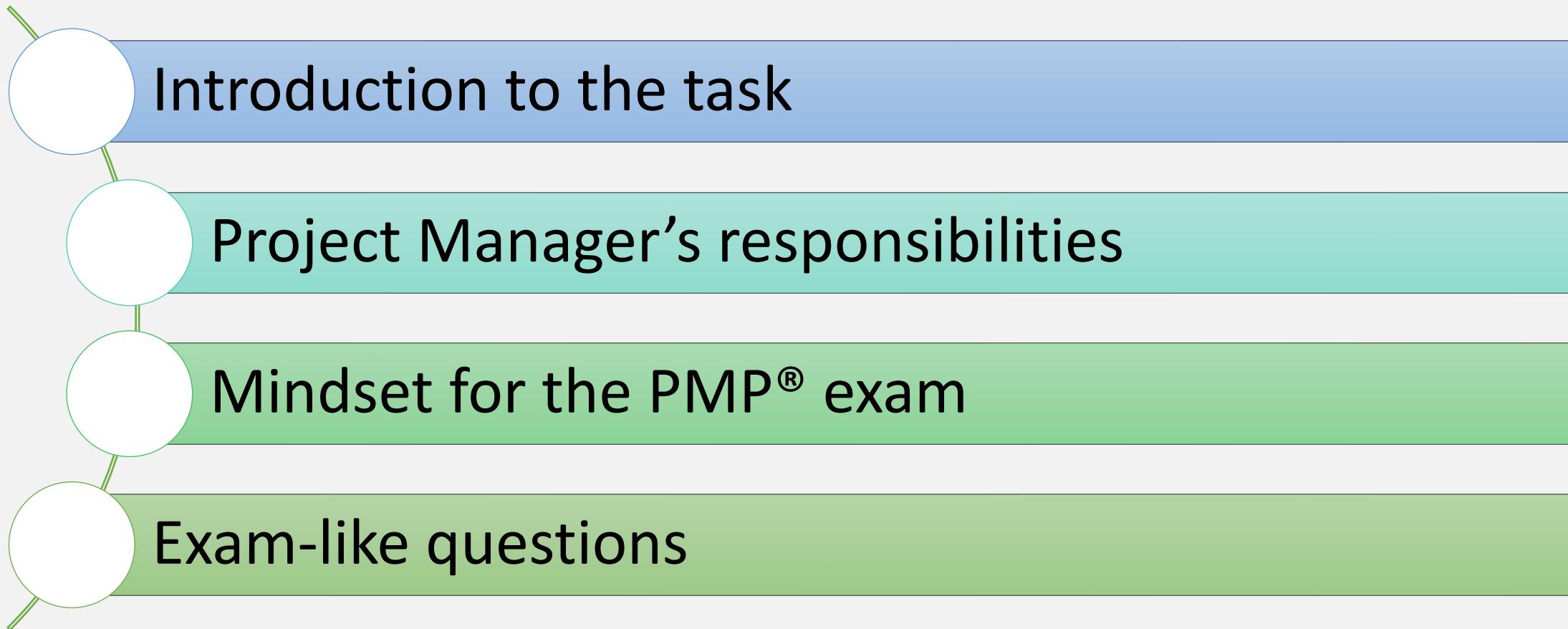
Thank you!



2.4 Engage Stakeholders

Domain 2: Process Domain
Task 4: Engage Stakeholders

Contents



Definitions

Stakeholders- Any individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio.

Engagement- Managing Stakeholders' interests and expectations actively, and keeping them involved throughout the project

What should the Project Manager do?



Analyse Stakeholders

- Understand the needs, expectations, interests etc of ALL the stakeholders
- Analyse Qualitatively and Quantitatively-
 - Power/Interest; Power/Influence;
 - Salience Model- Power, Legitimacy, Urgency

Categorize stakeholders

- Update the Stakeholder register
- Create Stakeholder mapping based on the analysis
- Add analysis points to the register

Engage Stakeholders as per category

- Follow the engagement (+Communication) plan
- Engagement Levels- Unaware, Resistant, Neutral, Supportive, Leading
- Use Stakeholder engagement assessment matrix to understand the Current and Desired level of Engagement

Develop & execute strategy for engagement

- Create a Communication management plan to engage with stakeholders
- Discuss and cement the stakeholders' involvement
- Demonstrate regularly
- Monitor the engagement done by the team to measure it's effectiveness

Mindset for PMP® exam

- Communicate and Recommunication the vision/success criteria
- Create a shared understanding
- Share progress- Good, bad, or ugly
- Demonstrate products/progress- IKIWISI- I know it When I see it
- Involve stakeholders in planning and decision making
- Cement the involvement of stakeholders, and remind them

A project manager is managing an agile project and in the middle of 7th iteration, she becomes concerned about the number of changes requested by various stakeholders. Which of the following could be a reason of a high number of change requests?

- A. The project team is using a Kanban board instead of timeboxed iterations.
- B. The project status is not being shared regularly with the stakeholders.
- C. The project stakeholders are not aligned with the project objectives.
- D. The project sponsor did not attend any of the 6 iteration reviews completed so far.

One of the key stakeholders has been regularly asking the development team members for status report of the project so that they can take strategic decisions related to the business of the organization. Team members are getting frustrated on the number of times the report is being asked. How would you respond as a servant leader?

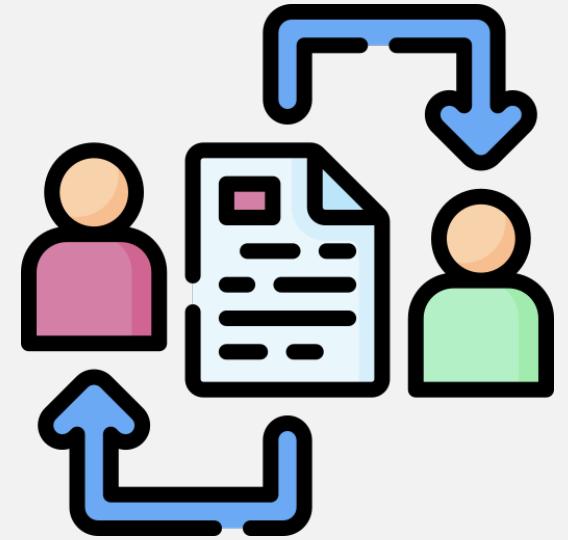
- A. Explain the team members' concerns to the stakeholder and politely ask the stakeholder to discontinue all contacts with the project team
- B. Invite the stakeholder to regularly attend the sprint review meetings and suggest use of Information radiator
- C. Update the stakeholder's current level of engagement in the stakeholder engagement assessment matrix
- D. Capture the risk in the risk register and plan a response collaboratively

Answer

1- C

2- B

Thank you!

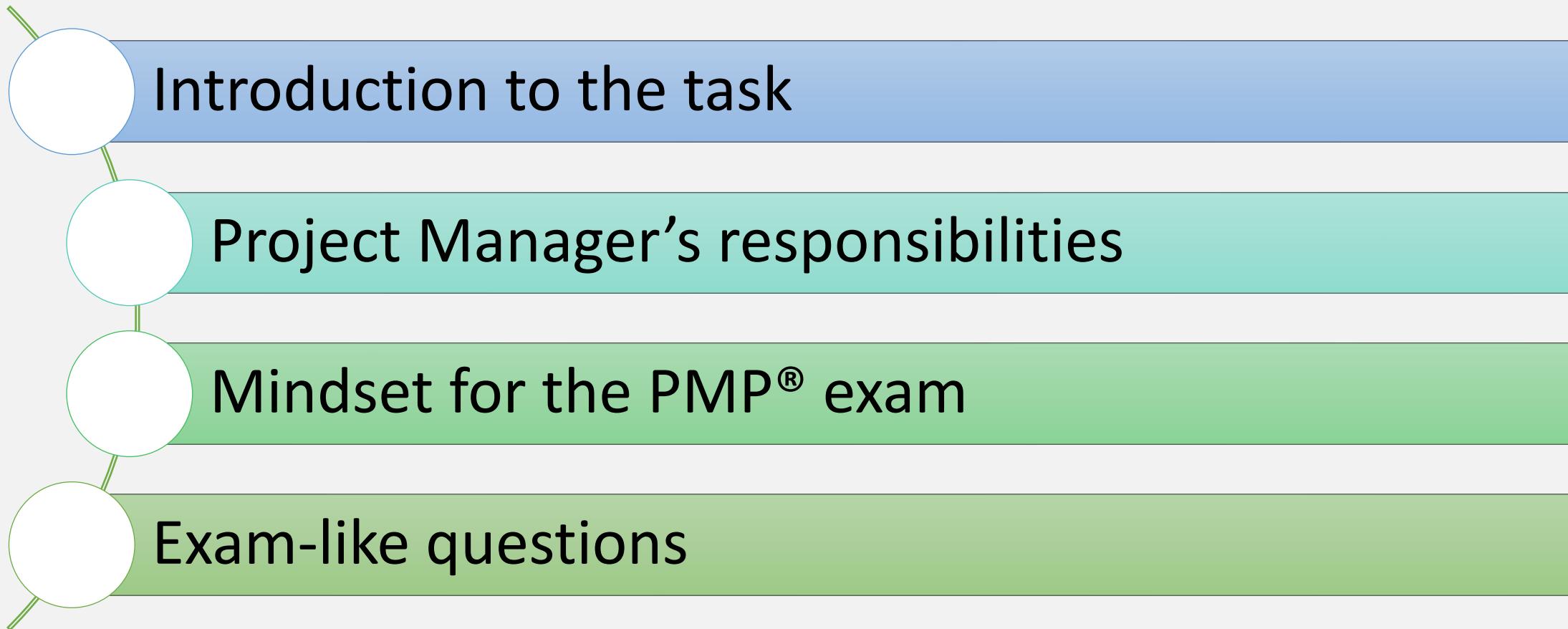


2.5 Budget & Resources

Domain 2: Process Domain

Task 5: Plan and Manage Budget & Resources

Contents



Budget & Resources

Budget- Money required to manage the project

Resources- Manpower and physical (Equipments, Tools)

What should the Project Manager do?

Estimate budgetary needs based on the scope of the project and lessons learned from past projects

Anticipate future budget challenges

Monitor budget variations and work with governance process to adjust as necessary

Plan and manage resources

Estimate budgetary needs

- Based on Scope of the Project & Lessons learned from past project
- Understand Cost Categories- Labour, Equipment, materials, facilities etc.
- Learn about all estimation techniques- Analogous, Parametric, Bottom-up, Single point, 3-point. Agile- relative sizing

Anticipate future budget challenges

- Add contingency reserves- for known risks not planned for
- Don't add buffers randomly
- Transparency & Communication helps in anticipation
- Concepts to know- Budget break-up; Cost baseline;
- How to anticipate?
 - Monitor trends, discuss with stakeholders, Monitor risks, Check performances, Monitor Change Requests

Monitor budget variations

- Keep special focus on variations
- S-curve graph: Expenditure on project generally follows an S-curve
- Track Planned vs Actual

Plan and manage resources

- Help create resource management plan
- Communicate & Re-communicate plan elements & expectations
- Monitor variations from plan

Mindset for PMP® exam

- Understand advantages & disadvantages of all estimation techniques
- Engage team & stakeholders for estimating & resolution
- Clarify the Unit of Measure
- Get agreement on what final requirement is
- Frequently confirm understanding
- Detail of planning should depend on the level of uncertainty
- Track progress & pay attention to risks

You have been hired by a start-up company to lead its first software development project. You are in the process of determining what resources will be required to carry out the project work. What tools or techniques would be most useful for you to complete the process. What tools or techniques would be most useful for you to complete this process?

- A. Resource levelling
- B. Resource histogram
- C. Analogous estimating
- D. Bottom-up estimating

You are planning a research and development project, and you need to determine how the project costs will be estimated, budgeted, managed, monitored, and controlled. To complete this process, you need to know if there are any preapproved financial resources from which the detailed project costs can be developed.

What should you do next?

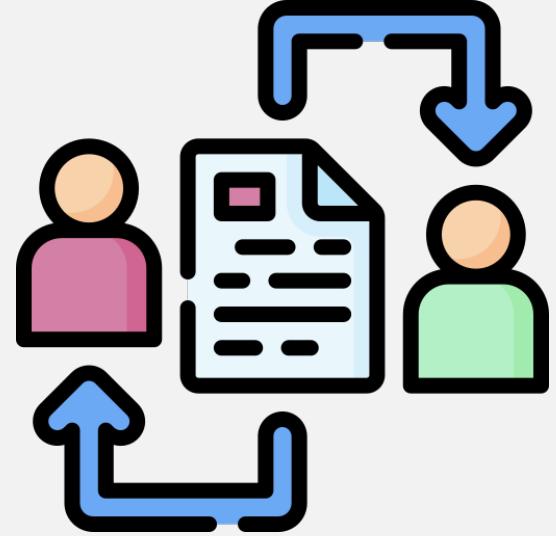
- A. Consult the cost management plan
- B. Review the project charter
- C. Examine the basis of estimates for the project
- D. Check the cost baseline

Answer

1- D

2- B

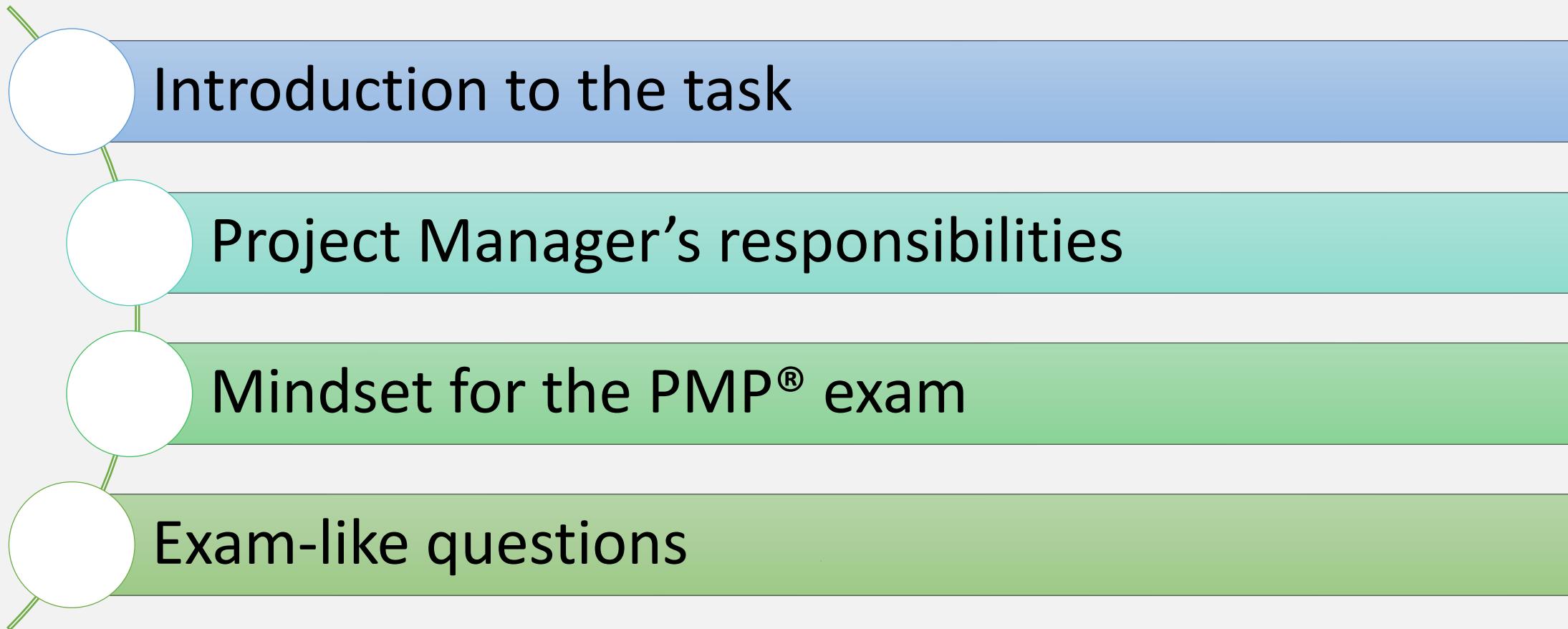
Thank you!



2.6 Schedule

Domain 2: Process Domain
Task 6: Plan and Manage Schedule

Contents



Schedule

Schedule- A model that presents linked activities with planned dates

Why Schedule?

- To know the activity start and end dates
- Understand the duration, milestones, and resources required
- How activities roll up to milestones and releases

What should the Project Manager do?



Estimate project tasks

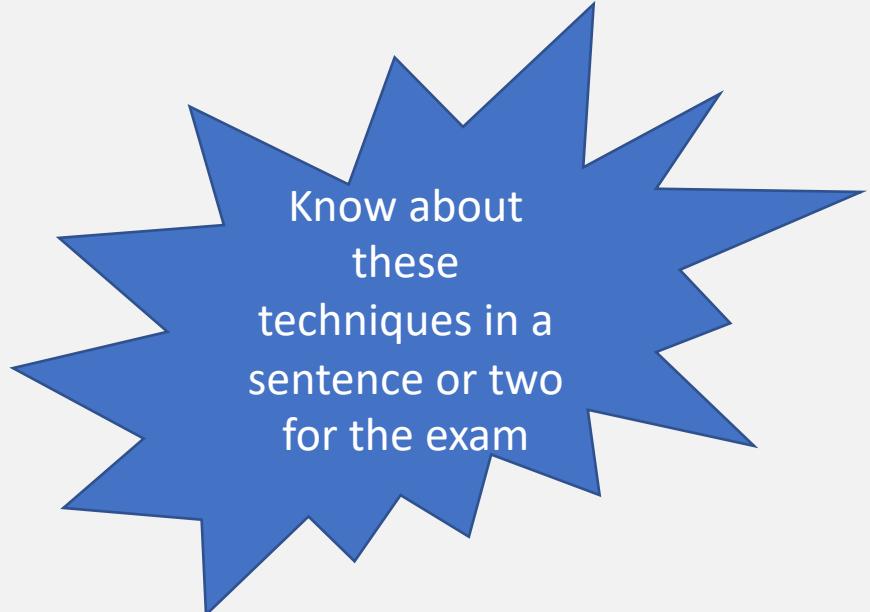
- Estimate at task/work package level
- Review the plan & understand the constraints to estimate
- Learn about estimating techniques- Analogous, Parametric, 3-point, 1-point, Heuristics, Bottom-up, Top-down
- Agile estimating- T-shirt sizing, Planning Poker etc.

Use benchmark & historical data

- Check OPAs & Lessons learned

Prepare Schedule based on methodology

- Multiple ways of creating & showing schedule
- Gantt Chart
- Milestone chart
- Network Diagram with dependencies
- Product roadmaps
- Story maps



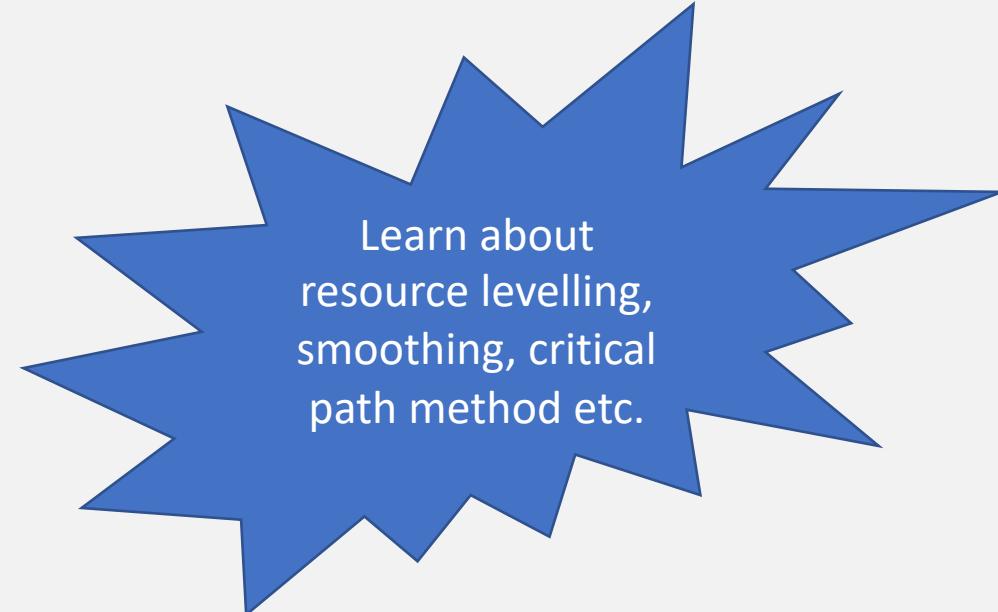
Know about
these
techniques in a
sentence or two
for the exam

Measure ongoing progress

- Check progress & address variations
- Tracking Gantt Chart
- Earned Value Measurement
- Burndown/up charts
- Cumulative Flow Diagram

Modify schedule as needed

- Change control board
- Rolling wave planning
- Progressive elaboration
- Frequent Demonstration
- Backlog reprioritization
- Short planning cycle
- Frequent retrospectives



Coordinate with other projects & operations

- Update Programs & Portfolios with Project Forecasts
- Program & Portfolio managers would take their decisions accordingly

Mindset for PMP® exam

- Understand all estimation techniques well- what, why, and what are the advantages/disadvantages of those techniques
- Learn Earned Value Analysis for its interpretation
- Know how to view & Analyze Schedule Network diagram
- A change in resource is not a guarantee that schedule will also change

A product will be developed in a few consecutive releases, each comprising multiple iterations. As the work on the first release begins, the sponsor requests to see the plans for future releases. What is the best course of action for the project manager?

- A. Advise the sponsor that due to many anticipated changes planning future releases is impossible
- B. Ask the team to decompose the work of the future releases into a work breakdown structure
- C. Provide the sponsor with high-level plans for each one of the upcoming product releases
- D. Request from the product owner to prioritize the iterations' backlogs of the future releases

You have developed a project schedule, but the project completion date falls beyond the deadline defined by the project sponsor. You explained this situation to the sponsor and asked them to provide you with additional funds to bring in more people, but the sponsor refused. What can you do to shorten the project duration?

- A. Crash the project
- B. Fast track the project
- C. Apply resource levelling
- D. Do nothing

Answer

1- C

2- B

Thank you!

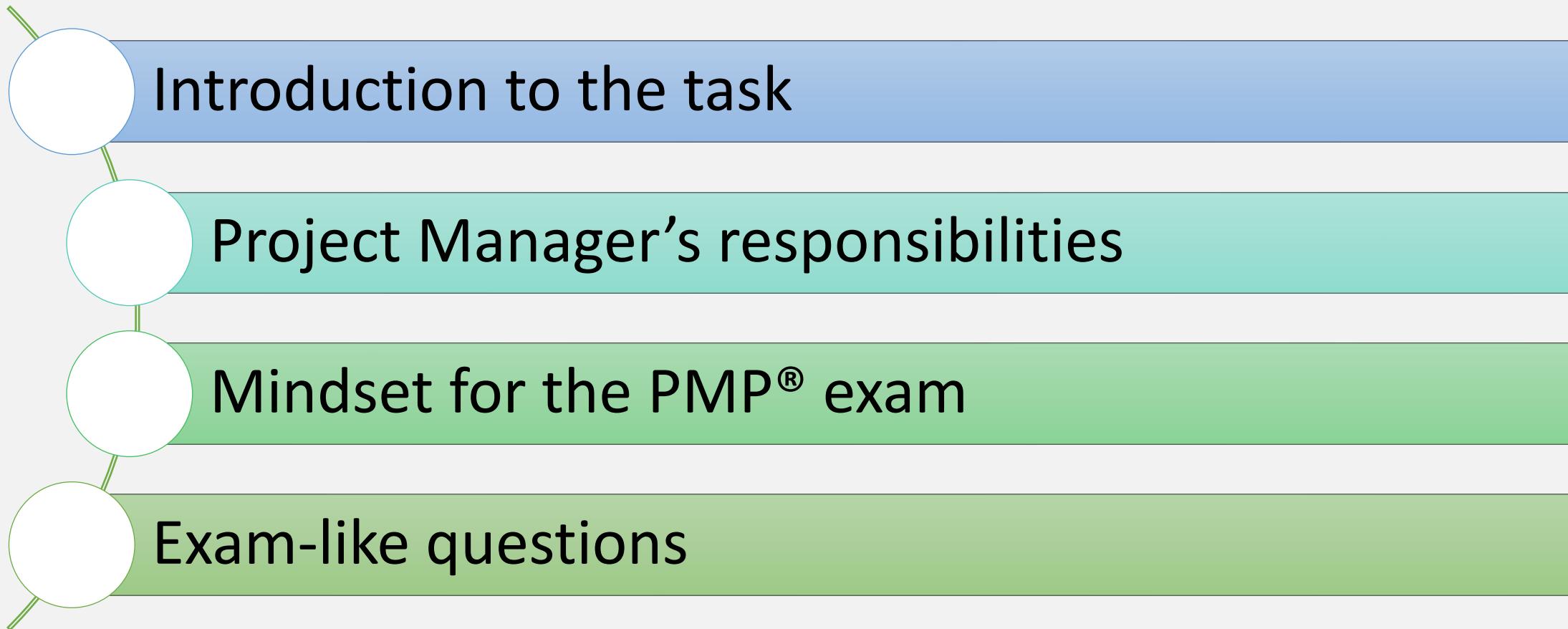


2.7 Quality

Domain 2: Process Domain

Task 7: Plan and Manage Quality of deliverables

Contents



Quality

Quality- Degree to which deliverables fulfil requirements.

How to manage Quality?

- Plan quality management
- Manage Quality
- Control Quality

What should the Project Manager do?



Determine Quality standard required

- Standards- Benchmark or model created by an authority or general consent
- Regulations- Requirements imposed by a government body
- De-facto regulations- Widely accepted but not officially sanctioned
- Prepare Quality Management Plan
- Understand and share the importance of Cost of Quality

Recommend options for improvement

- Identify quality gaps by analysis of quality metrics
- What to measure and how to measure
- Understand Control limits and tolerance
- Quality audit, Testing and validation activities
- Carry out Quality Assurance activities- Review, Validate, Recommend, Escalate,
- Analyse and track quality metrics- Sampling, Root cause analysis, Fishbone analysis (Ishikawa),

Continually survey project deliverable quality

- Conduct inspection and detect quality issues
- Focus on corrective actions on the problems
- Identify ways to eliminate causes on unsatisfactory results
- Regularly monitor, measure, and adjust quality throughout the project lifecycle

Mindset for PMP® exam

- Quality requirements must be measurable
- Never Gold plate- add extra feature than required
- Planning the quality is much better than only checking for quality
- Learn overview/description of the difference tools and technique- don't go into details

A project manager is executing the quality management plan of a project to develop a prototype medical device. Given the nature of the project, the quality standards are very stringent. With no known cause , it becomes apparent that the product quality does not meet project requirements . What is the best course of action for the project manager to take in this situation ?

- A. Direct the project team to improve the quality of their work
- B. Ask the project sponsor what to do
- C. Create an affinity diagram
- D. Develop an Ishikawa diagram

During a sprint review, the product owner acknowledges that the deliverable meets the technical requirements and acceptance criteria but is not ready for customer use because not all required approvals have been obtained. The product owner asks why this critical step was missed. What was the most likely reason for this issue?

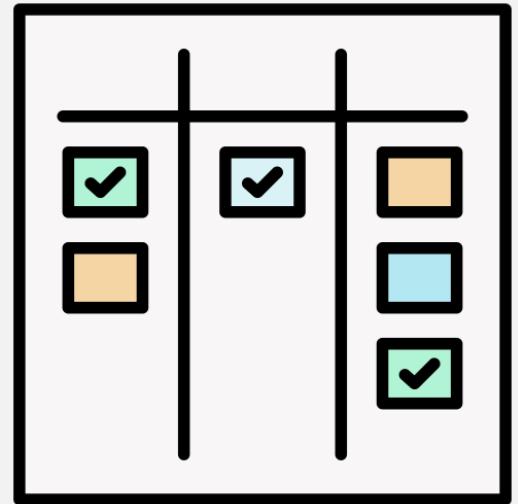
- A. A definition of done (DoD) was not established or was established but not used.
- B. The acceptance criteria were not defined during requirements gathering.
- C. The deliverable was not verified as part of the Control Quality process.
- D. The team used eXtreme Programming (XP) instead of Scrum methods.

Answer

1- D

2- A

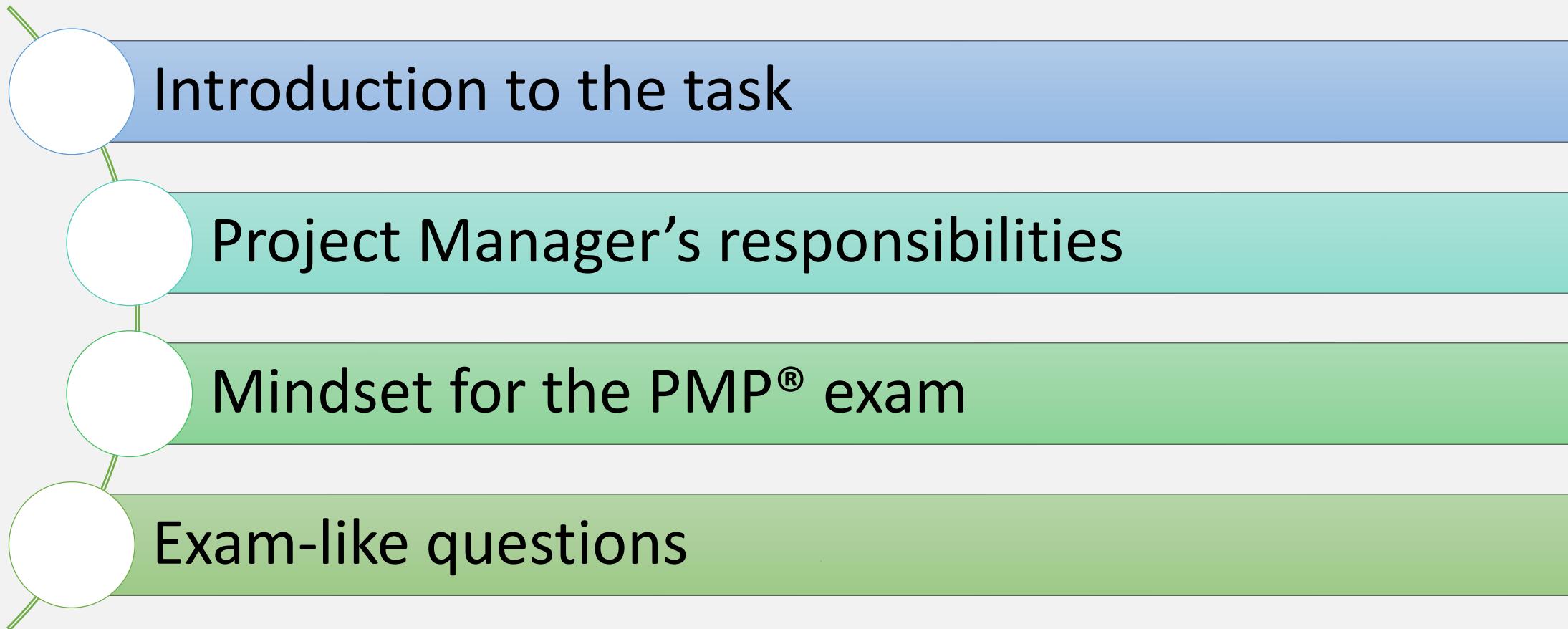
Thank you!



2.8 Plan and Manage Scope

Domain 2: Process Domain
Task 8: Plan and Manage Scope

Contents



Scope

Everything we agree to address in the Project

What should the Project Manager do?

Determine and prioritize requirements

Break down scope (e.g., WBS, backlog)

Monitor and validate scope

Determine and Prioritize requirements

- Discuss with Stakeholders to note down their requirements, needs, expectation etc.
- Scope Management Plan- Overall Scope
- Requirements Management Plan – individual requirements will be managed
- Collect requirements through multiple data gathering techniques- Brainstorming, Focus group, Interviews, Surveys, Questionnaires, Benchmarking, Document Analysis, Observation
- Understand and Analyse the requirements

Breakdown scope

- Decomposition to manage projects better
- Traditional- Create WBS to manage better; WBS dictionary to add details Deliverables >> Planning Packages >> Work packages
- Agile- Product Backlog (Features >> User stories >> Tasks)

Monitor and Validate Scope

- Monitor- Ensure you are developing the correct product as per the requirements
- Validate- Gain acceptance from customers on completed requirements
- Analyse the variations and resolve issues

Use iterative/incremental processes throughout

- Freedom to tailor the approach as per needs
- Review and reflect regularly
- Don't make beginner-PM mistakes: Celebrating at the end, creating a document & forgetting about it; capturing lessons learned at the end

Mindset for PMP® exam

- Requirements with legal/ethical conflicts must be dealt with bringing concerned authorities into picture
- Validate scope is not validating the list of requirements at planning stage, it's gaining acceptance from customer/business representative
- Involve customers at all stages of requirements gathering/analyzing etc- keep them engaged.
- Align the requirements and work to be performed with company policies
- Scope will evolve during project- iterative and incremental approach to the processes
- Product Owner OWNS the backlog

A project team has just finished development and is planning to have the customer and the sponsor inspect the system's user interface for acceptance.
Which project management process will facilitate this activity?"

- A. Control Scope
- B. Validate Scope
- C. Manage Quality
- D. Perform Quality control

An agile project has entered its seventh sprint. Two days before the end of the sprint, the customer informs the product owner that they forgot to include one feature in the sprint. A senior manager overhears the conversation and states that including the feature represents scope creep and should not be allowed.

What is the product owner's best course of action?

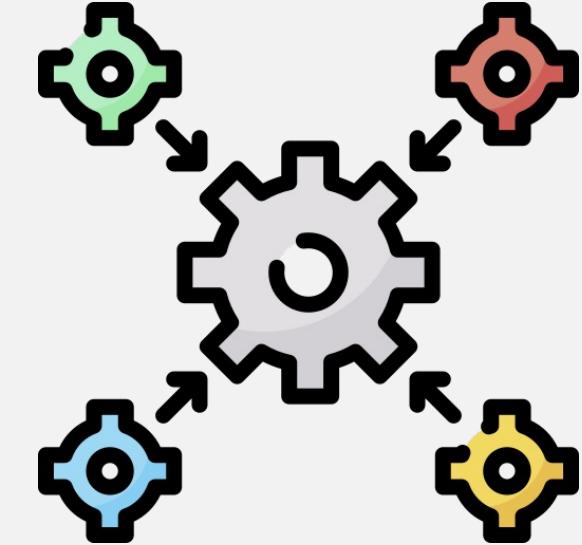
- A. Work with the customer to prioritize the feature in the product backlog
- B. Request that the customer submit a change request
- C. Instruct the team to develop the feature in the current sprint
- D. Reject the feature as instructed by the senior manager

Answer

1- B

2- A

Thank you!

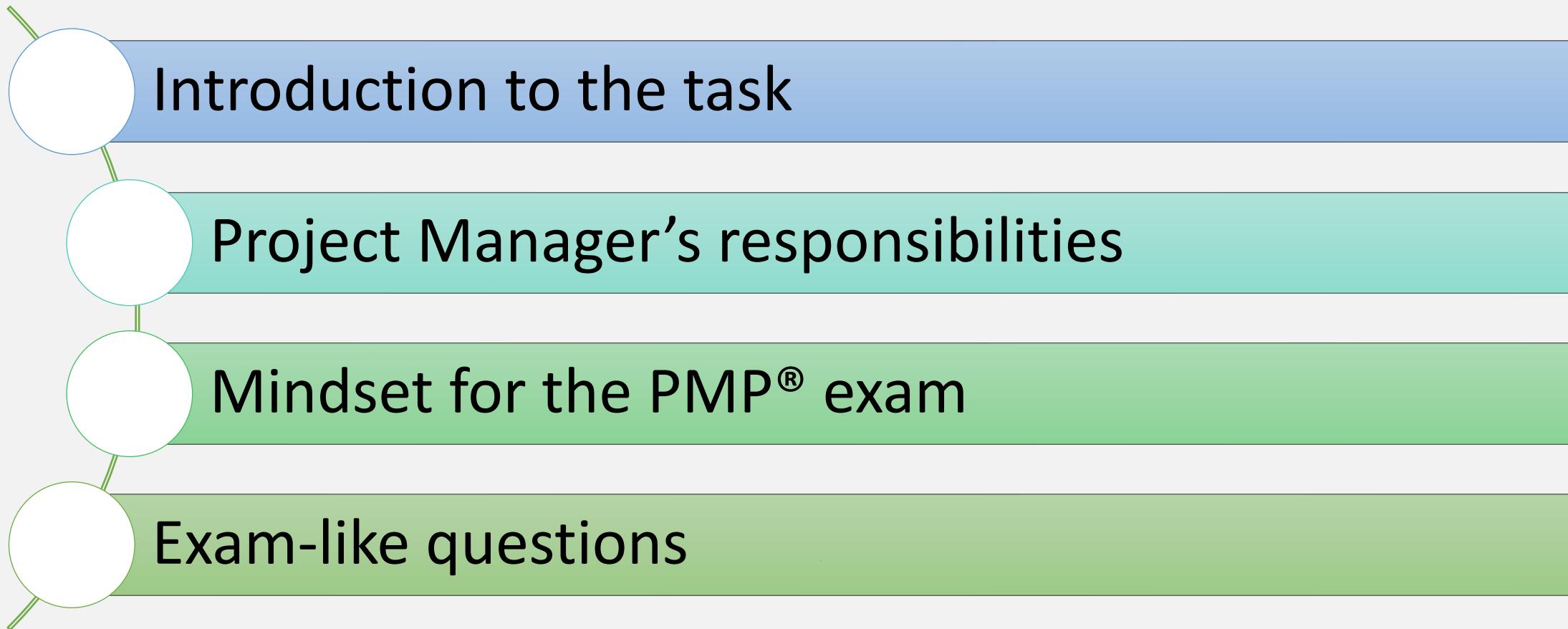


2.9 Integrate planning

Domain 2: Process Domain

Task 9: Integrate Project Planning Activities

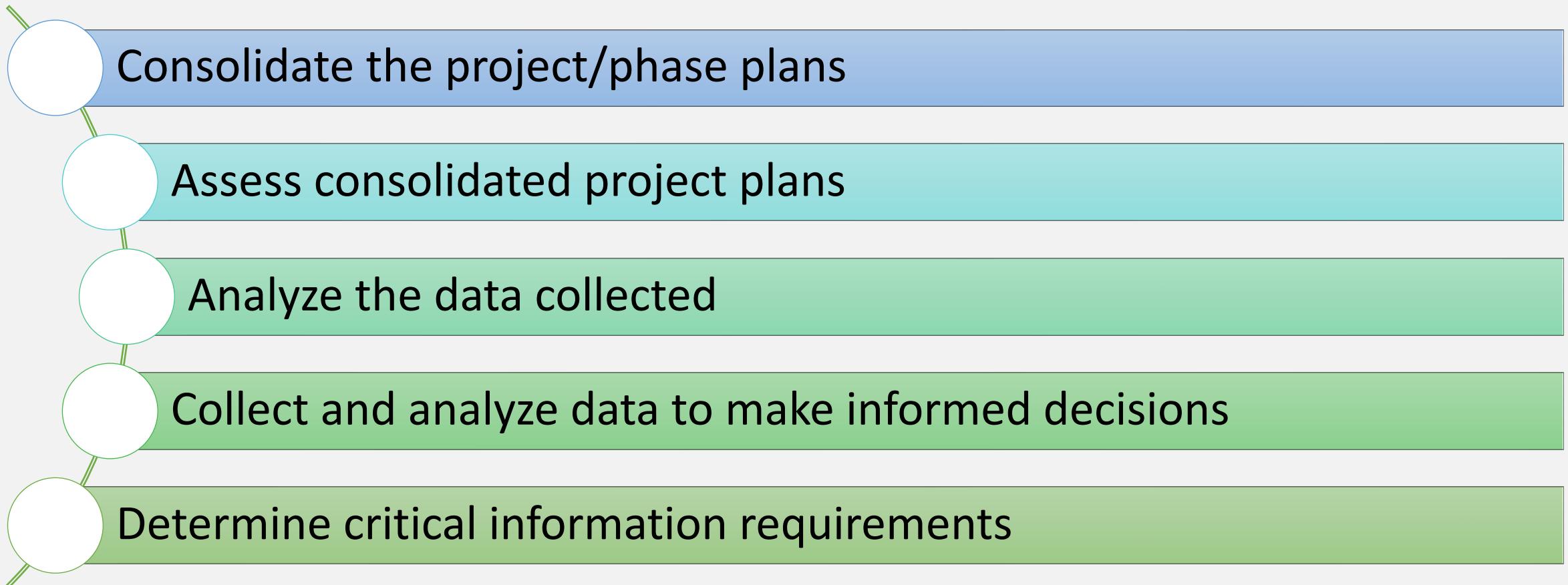
Contents



Integration

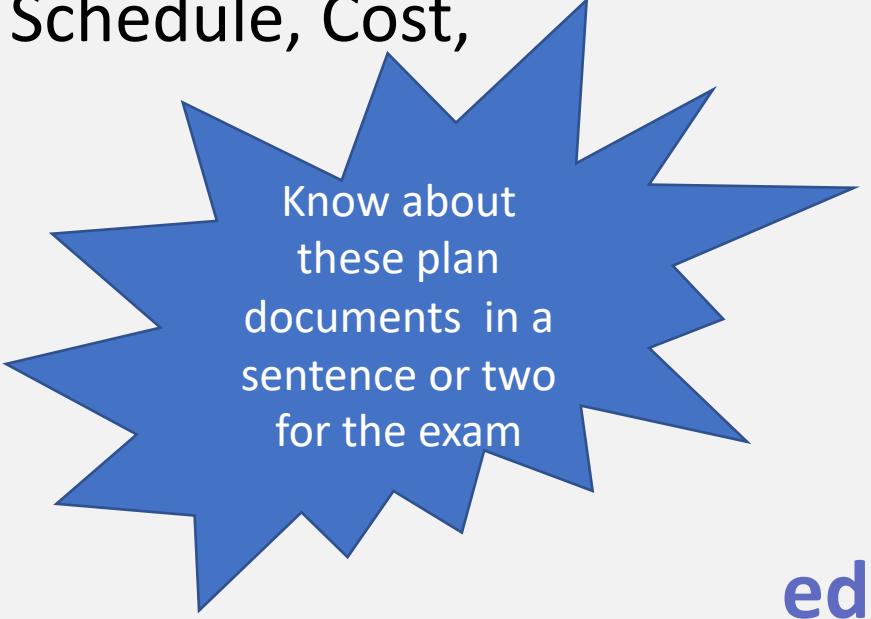
Integration- Looking at the complete view of the project to coordinate and integrate the plan components into a holistic manner

What should the Project Manager do?



Consolidate the project phase/plans

- Project Management Plan- is the master plan that integrates and consolidates all the subsidiary management plans.
- Scope, Requirements, Schedule, Cost, communications, Risk, Quality, Resource, Procurement,
- Baselines- Plans that are approved: Scope, Schedule, Cost, Performance Measurement



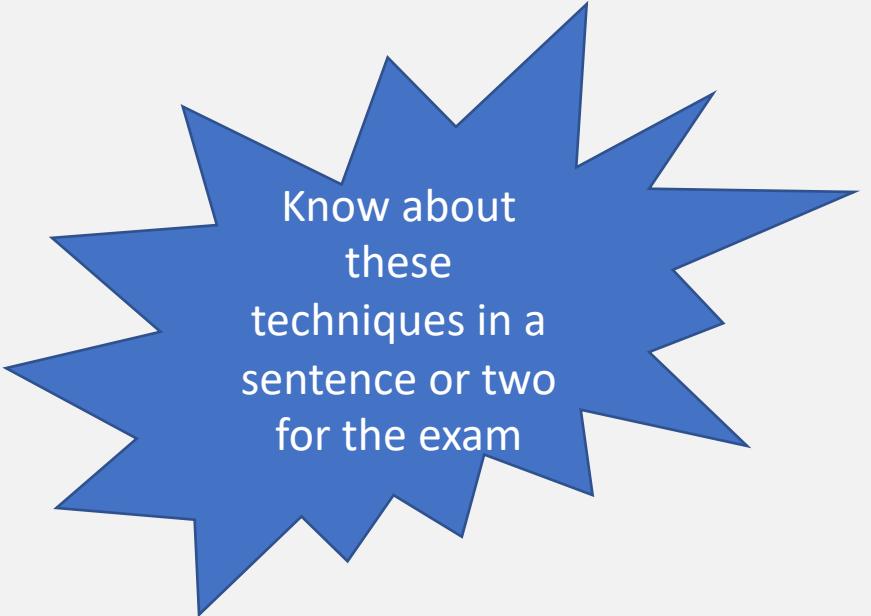
Know about
these plan
documents in a
sentence or two
for the exam

Assess consolidated project plans

- Check for any issue after the consolidation of the plans
- Look for untracked dependencies or missing activities/resources
- Use software tools to assist for these checks
- PMIS- Project Management Information System – Project Management tools.

Analyse the data collected

- Configuration Management plan- defines how the change control board will work, how changes will be implemented.
- Configuration Management System- collection of procedures used to track project artifacts



Know about
these
techniques in a
sentence or two
for the exam

Collect and analyse data to make informed decision

- Collective decision making
- Change Management plan- How the Change control process works and documents the roles and responsibilities of the CCB

Determine critical information required

- Compliance Management- Monitoring project information and comparing it to compliance goals and requirements

Mindset for PMP® exam

- Bring all the pieces of puzzle together.
- Always look at the work in hand in alignment with the entire ecosystem of Project
- Learn about Change Management in traditional approach
- Configuration Management and PMIS can be mentioned in the exam, hence good to know what they are

A company is planning a very large project and considering managing some of its aspects using agile methods. The project manager is concerned that agile may not be the best approach given that a large effort would be needed for additional processes, structure and support systems, thus making the execution of the project more rigid and less agile. Which of the following practices will assist in scaling this project while keeping some of its aspects agile and less process and structure focused?

- A. Executing the project with a well-defined beginning and end
- B. Creating a detailed work breakdown structure (WBS)
- C. Building a strict hierarchy of processes and decision making
- D. Managing the project using multi-level release planning

A charter for a two-phase project to build a space satellite has just been approved. The first phase is design; the second phase is development. Requirements for the first phase are welldefined up-front. Requirements for the second phase are known only at a high level. Some satellite components will be produced by vendors. How should the project manager approach planning for the second phase?

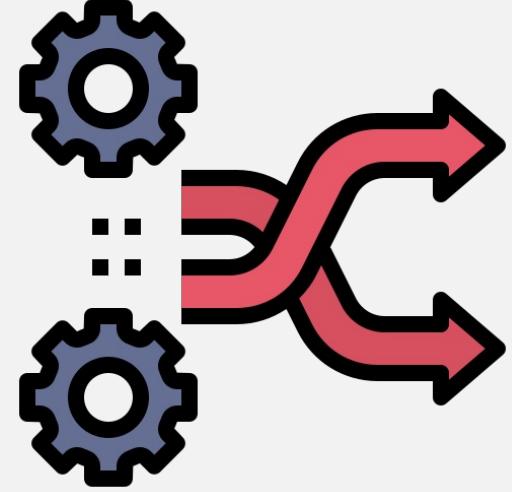
- A. Ensure that the work breakdown structure is as detailed as possible
- B. Select only those vendors who are on the preapproved seller list
- C. Assign a dedicated team member to monitor the quality of deliverables
- D. Involve as many project team members and stakeholders as possible

Answer

1- D

2- D

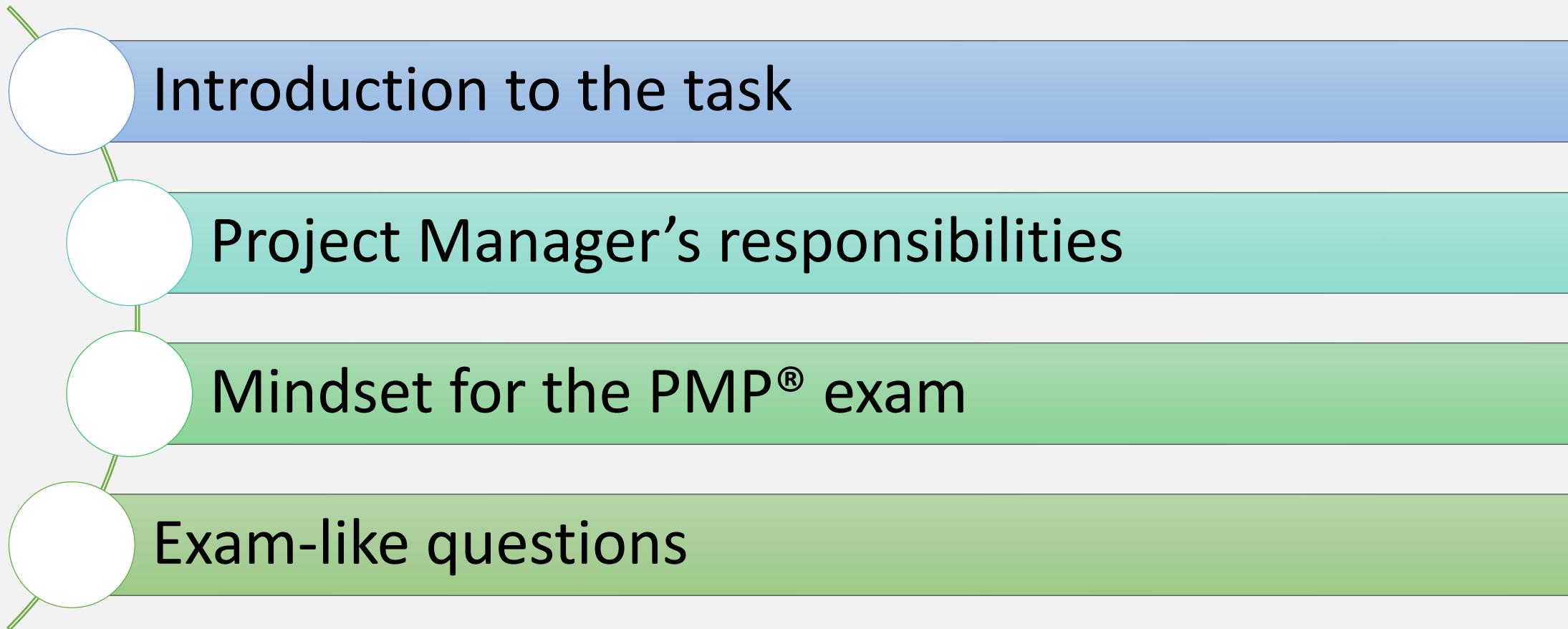
Thank you!



2.10 Manage Changes

Domain 2: Process Domain
Task 10: Manage project changes

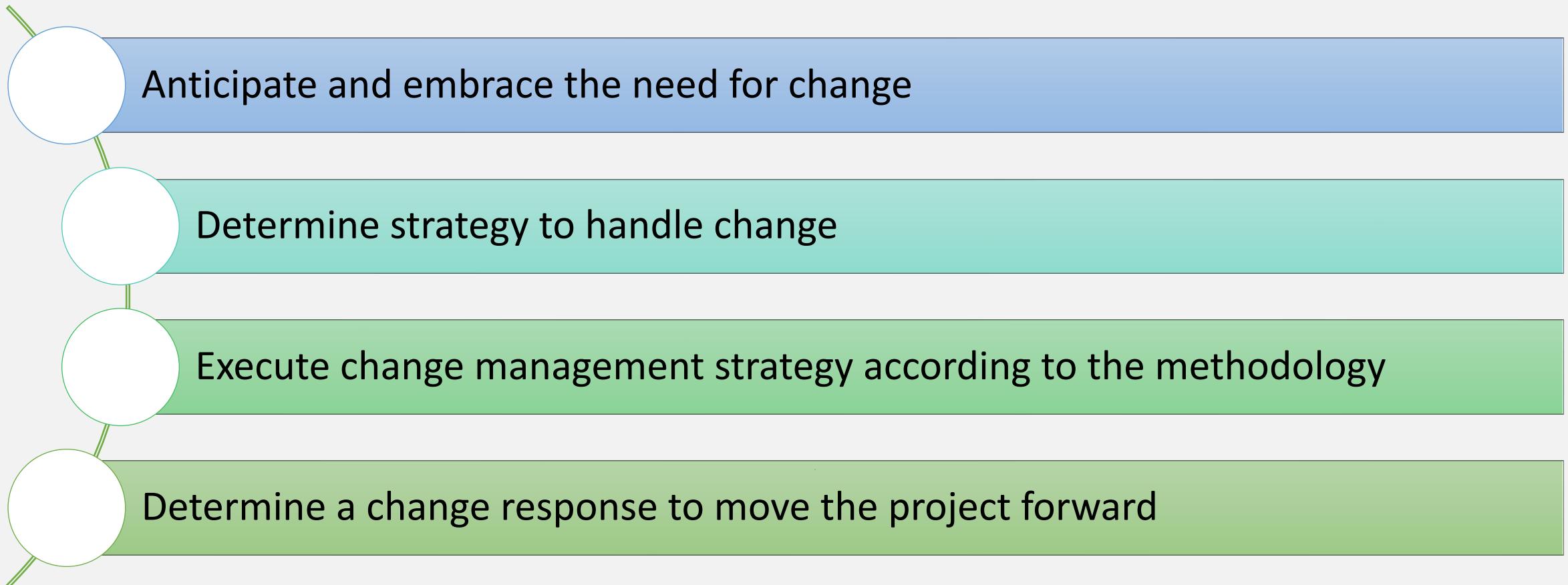
Contents



Changes

A digression from the course of action due to additional scope or a mistake made in Project

What should the Project Manager do?



Anticipate and embrace the need for change



Market
Competition



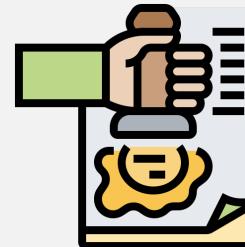
Inaccurate initial
estimates



Specification
Changes

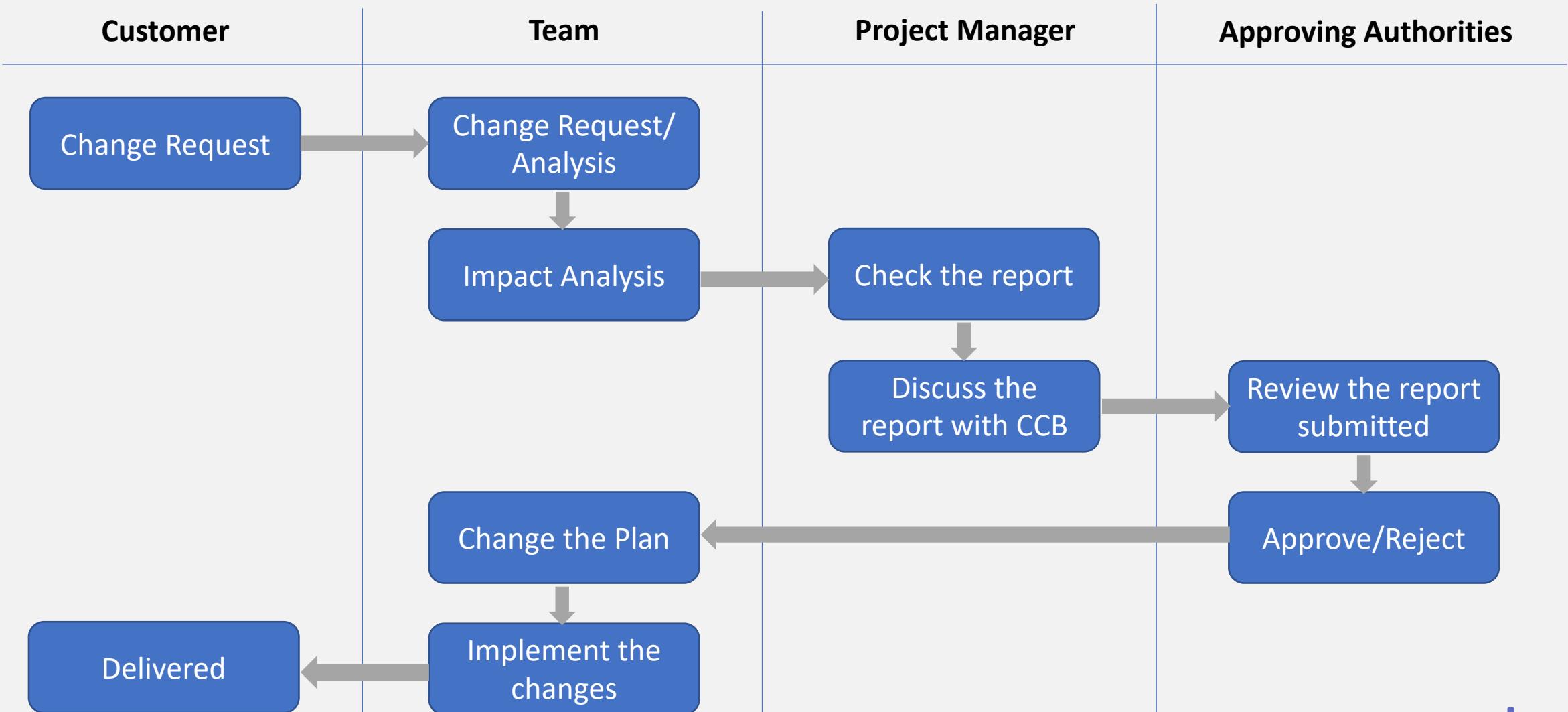


Missed
requirements

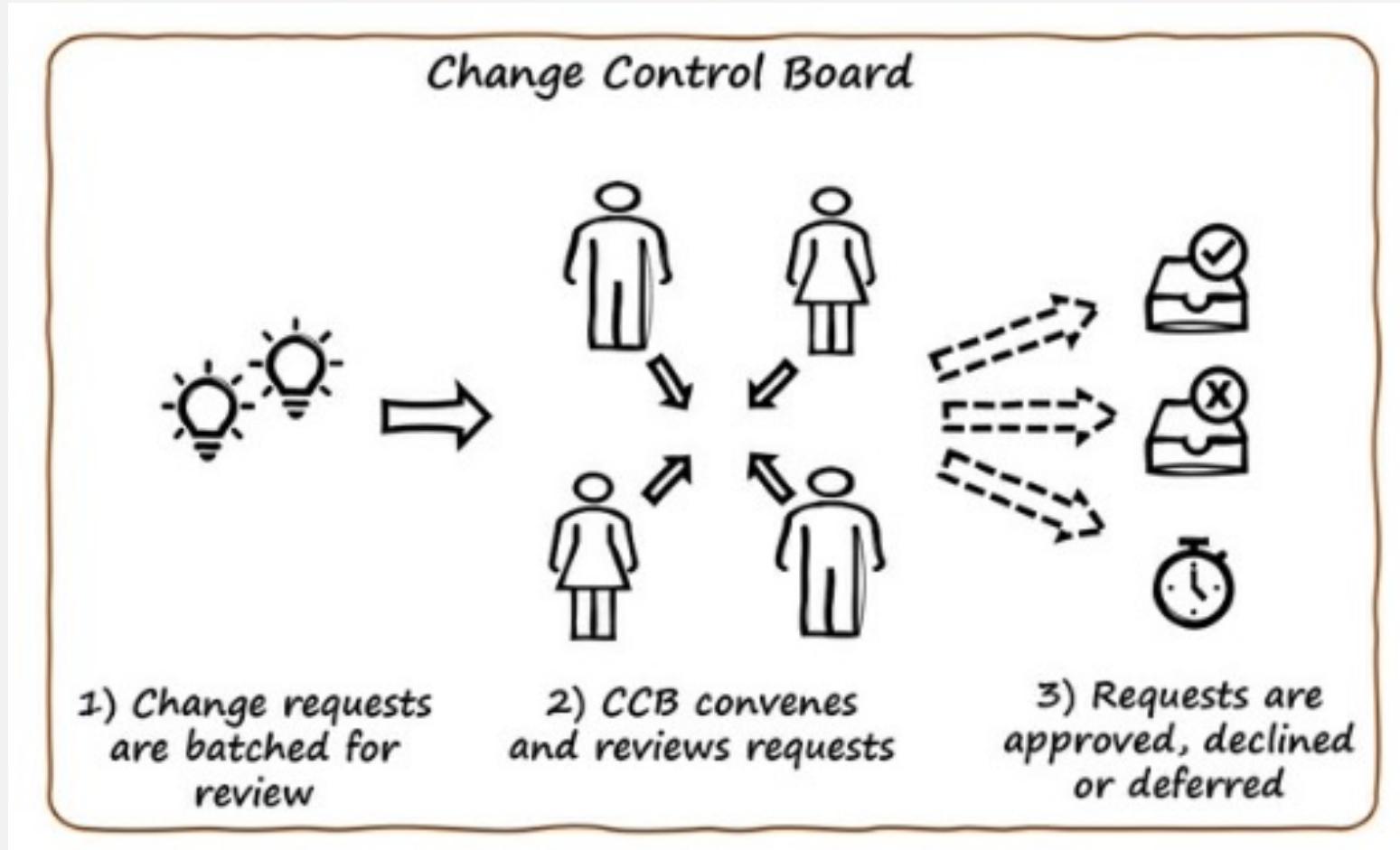


New
Regulations

Determine strategy to handle change



Execute change management strategy



Determine a change response

- Traditional- Integrated change control
- Agile- Reprioritization of backlog

Mindset for PMP® exam

- Understand Integrated change control process well
- Always Understand > Analyze > take justified action
- Agile- Scope related changes by Product Owner; Team's individual work by team themselves
- Traditional- By Change Control Board
- If someone has approved something, their approval would be required to change that as well

The project management plan and the performance measurement baseline have been approved. As you monitor the project's progress, you realize the approved budget is limiting the project and will affect the targeted completion date. This constraint could affect the company's success in the new venture. What is your best course of action?

- A. Use the contingency reserves
- B. Use the management reserves
- C. Cut costs to stay within the budget
- D. Ask for a change in the budget

You are assigned to lead an agile project to develop a new software application. The requirements are so vague that you don't even know where to start the project planning. You realize that managing changes on the project will be the biggest challenge.

What is your best strategy to handle changes in this environment?

- A. Establish a rigorous change control process
- B. Implement all and any changes as they arrive
- C. Allow for changes, even late in development\
- D. Let the team decide on what changes to implement

Answer

1- D

2- C

Thank you!

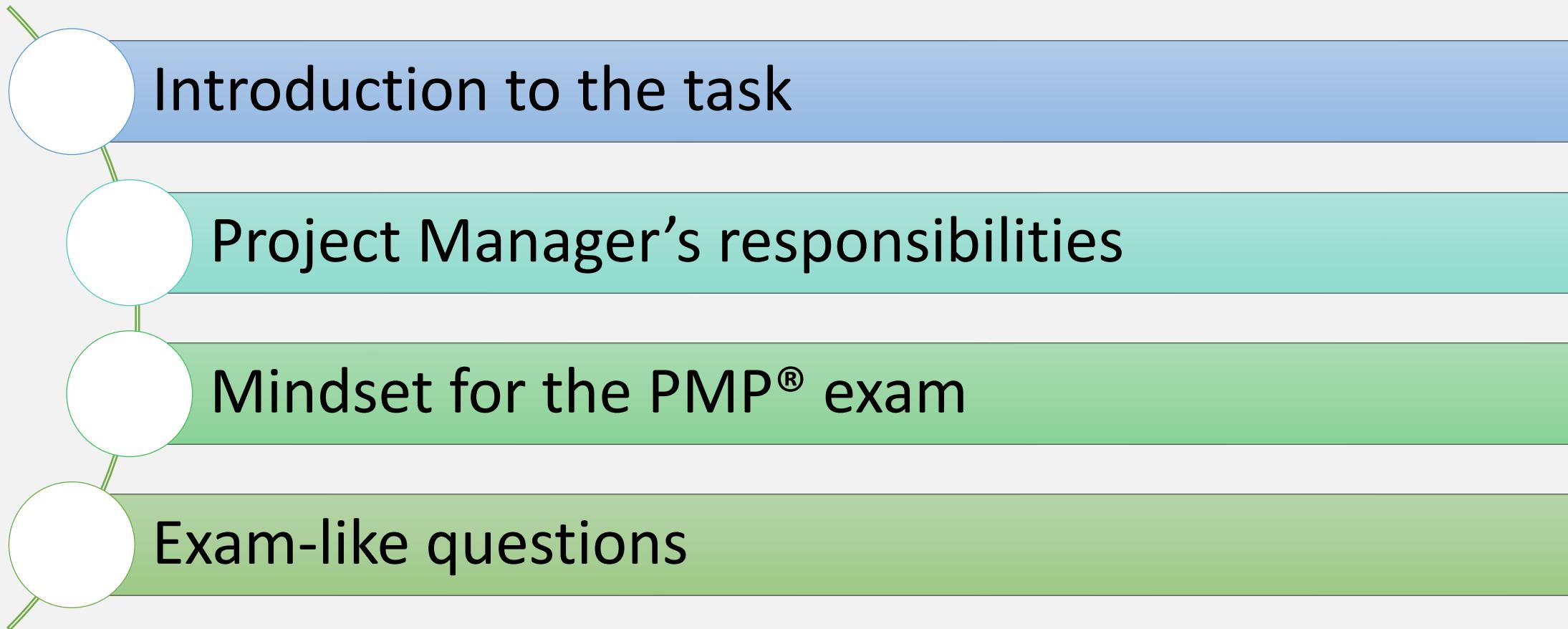


2.11 Procurement

Domain 2: Process Domain

Task 11: Plan and Manage Procurement

Contents



Procurement

Procurement- Purchasing or hiring resources for part of the project work

What should the Project Manager do?



Define resources requirements and needs

- Make or buy decisions
- Procurement Management plan
- Statement of Work for each procurement

Communicate resources requirements

- Start communicating with prospective sellers
- Understand the source selection criteria- technical, cost, quality etc
- Create a qualified vendors list

Manage suppliers/contracts

- Contracts are mutually binding agreements
- Understand different type of contracts- Fixed Price, Cost-reimbursable, Time & Materials.
- Know the risk and reward for these contract types for sellers and buyers
- Go for win-win
- Learn about type of bid documents- RFI, RFQ, RFP

Plan and Manage procurement strategy

- Manage procurements like mini projects
- Manage procurement relationships, monitor contract performances, make changes and corrections throughout the project
- Plan how procurements will be closed
- Plan for Agile- terms and conditions to take care of frequent changes on the project

Develop a delivery solution

- Periodically check the quality and manage changes
- Contract change control system- to track the changes in contract

Mindset for PMP® exam

- Close procurement activities is a closure process and may be conducted much earlier than actual closure of the project
- Plan to manage procurements like a mini project
- Understand the type of bids and type of contracts

A vendor has been contracted by a business to develop a marketing campaign for their new product. Some of the contract items are fixed, such as warranties and arbitrations, and are locked in a master services agreement (MSA). Others, such as services rates and product descriptions, are subject to change. Which of the following should the business use to secure contractual relationships with the vendor for these subject-to-change items?

- A. Work breakdown structure
- B. Change control board
- C. Cost-reimbursable contract
- D. Schedule of services

As part of the Conduct Procurements process, a project manager negotiates with a potential seller to develop a software application. Unlike previous projects that were based on stable requirements, the current project has volatile requirements subject to change on a weekly basis. Therefore, the seller will be required to develop the application using agile methods.

Under these circumstances, in what type of contract would be best for both parties to enter?"

- A. Fixed price, fixed scope
- B. Fixed-price micro-deliverables
- C. Not-to-exceed with fixed-fee
- D. Fixed price with economic adjustments

Answer

1- D

2- B

Thank you!

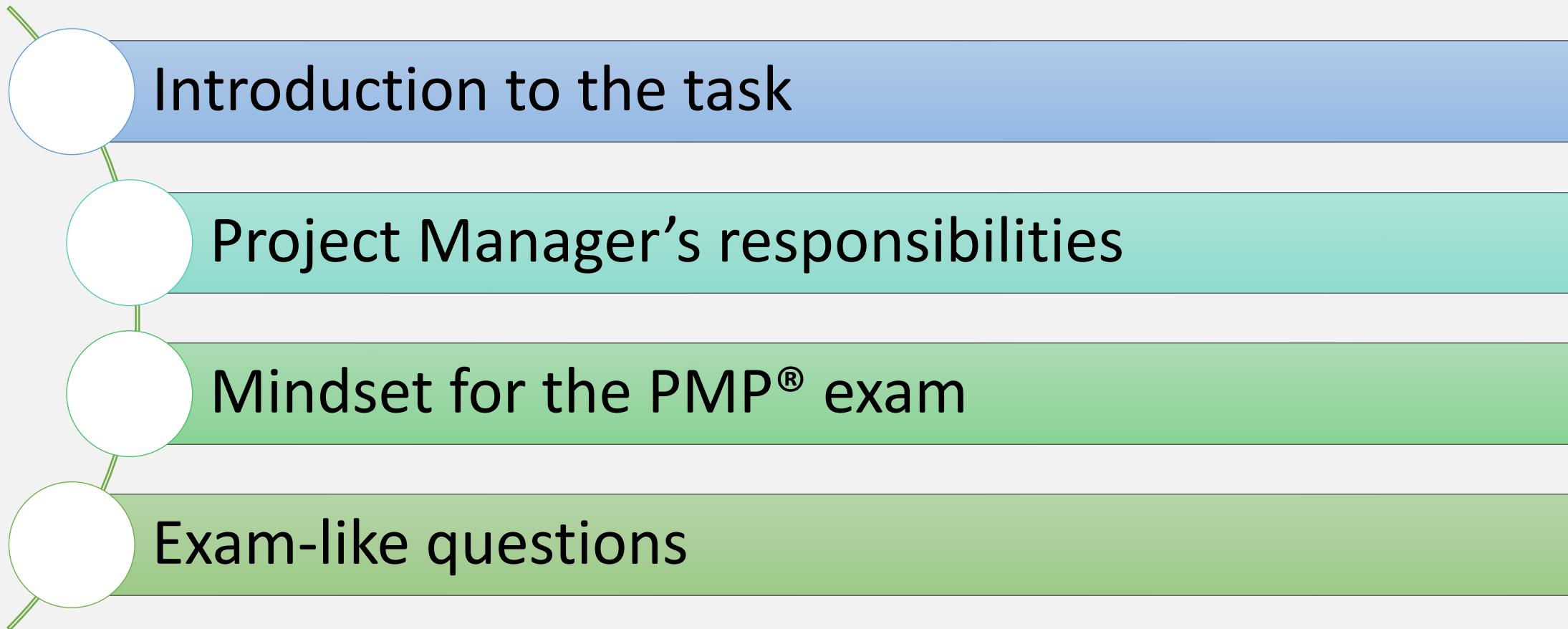


2.12 Manage Artifacts

Domain 2: Process Domain

Task 12: Manage Artifacts

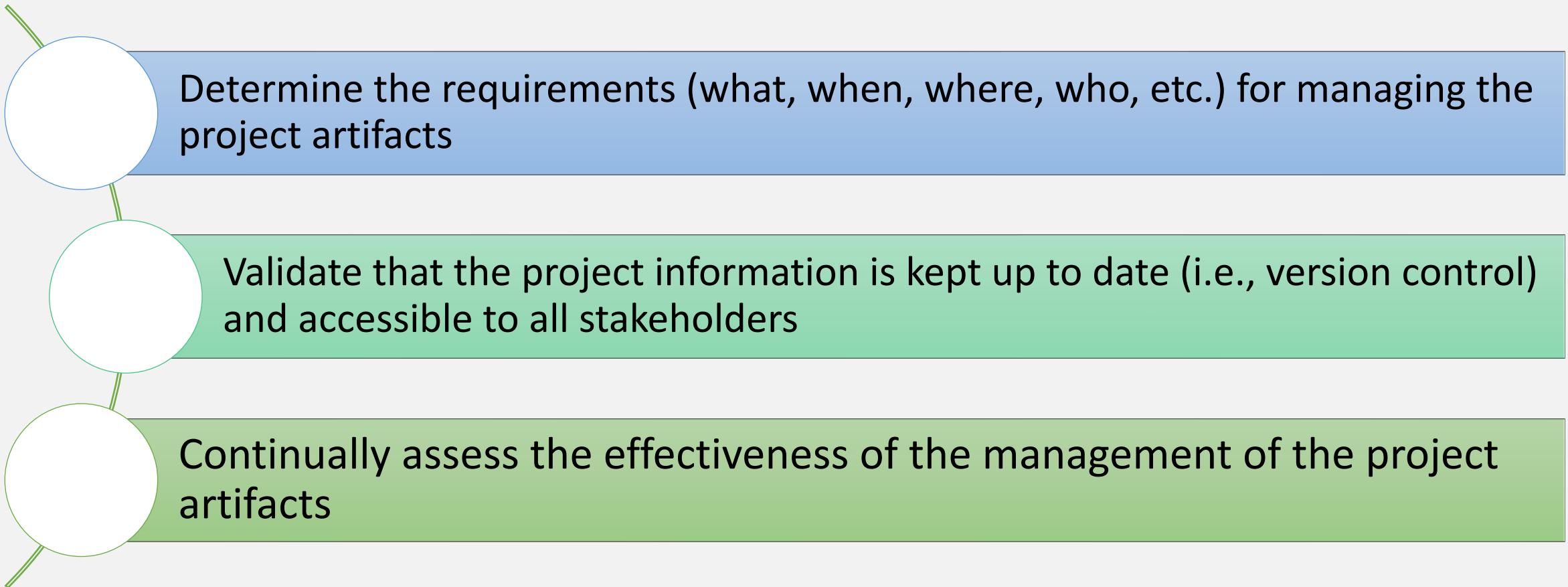
Contents



Artifacts

Any document, model, or design related to project management.

What should the Project Manager do?

- 
- Determine the requirements (what, when, where, who, etc.) for managing the project artifacts
 - Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders
 - Continually assess the effectiveness of the management of the project artifacts

Determine the requirements

- Which artifacts are to be managed, when will those be updated, who will update those
- Understand the artifact storage requirements for the project

Validate the project information

- Use Configuration management & Version control to keep information accessible
- Keep the version updated and information clear

Continually assess the effectiveness

- Check periodically for the artifacts stored and whether it is done as per the expectation (plan)
- Know that the system works as intended

Mindset for PMP® exam

- Artifacts are dynamic in nature- iterative & incremental
- Know about all the artifacts mentioned in PMBOK® 7th edition
- Create an artifacts management plan aligned to Organization's policies (OPAs)
- Create a shared understanding about all the artifacts

During a project, the project manager introduces a new column to the risk register. This modification proves to be beneficial in monitoring project risks. The project manager documents the best practice in the lessons learned register and plans to transfer this information to the lessons learned repository.

What else might the project manager do to ensure this best practice is considered for future projects?

- A. Add a note to the best practices log for future reference
- B. Record the information in the issue log
- C. Submit a change request to update the risk management plan
- D. Update the organizational process assets

A software development team implemented pair programming as a risk response. In a subsequent risk review, it was determined to be highly effective in catching programming errors and dramatically reducing the number of escaped defects. As a result of the risk review meeting, what should the project manager do first?

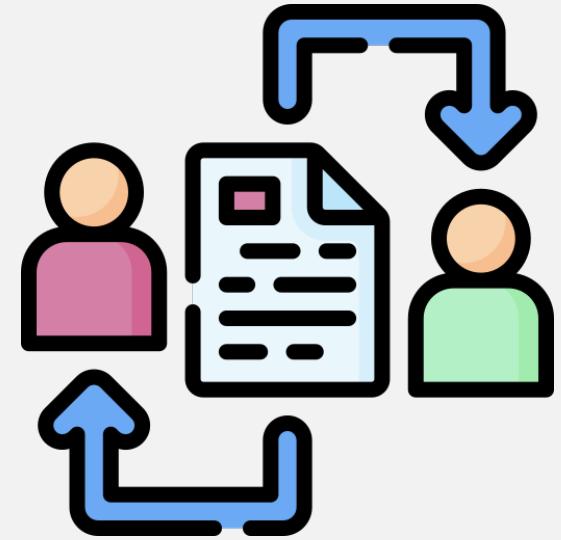
- A. Submit a change request to update the risk management plan
- B. Notify the project management office (PMO) of results from the risk review meeting
- C. Capture the information in the lessons learned register
- D. Update the lessons learned repository with the knowledge gained

Answer

1- D

2- D

Thank you!

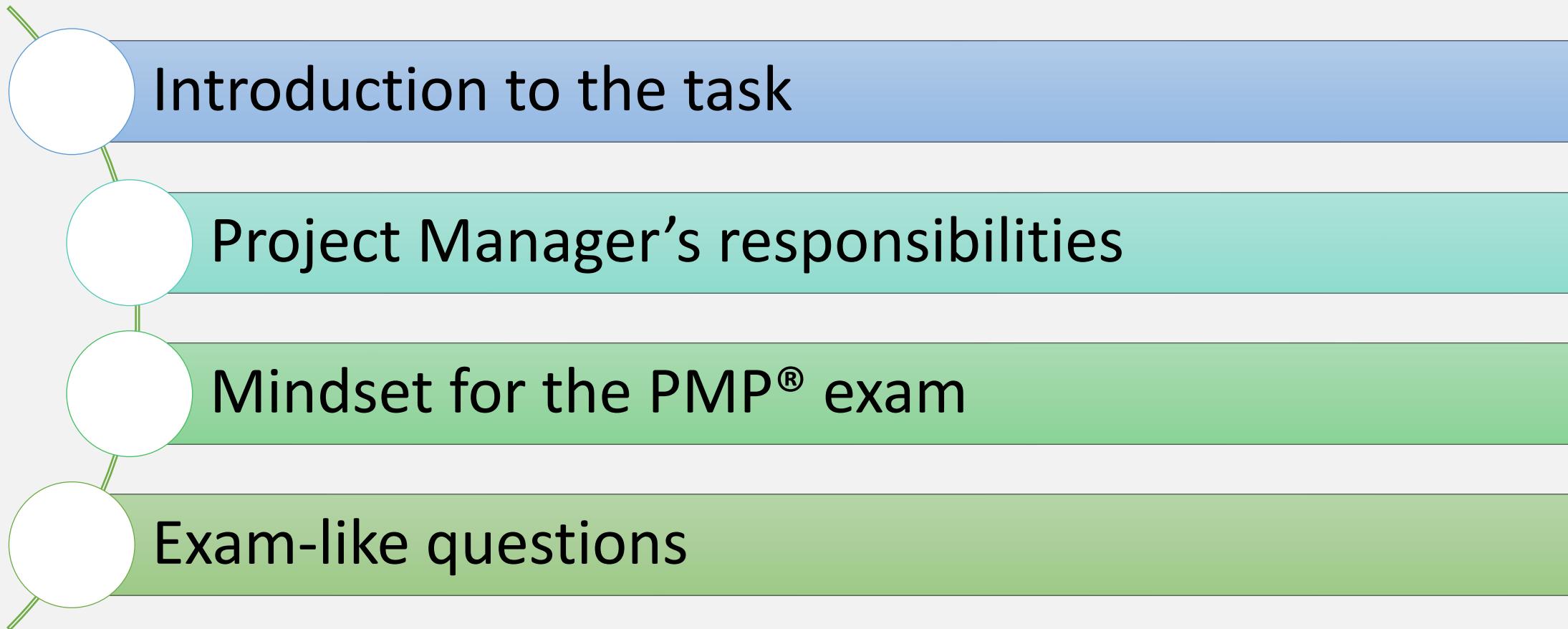


2.13 Determine Project approach

Domain 2: Process Domain

Task 13: Determine appropriate project methodology/methods, and practices

Contents



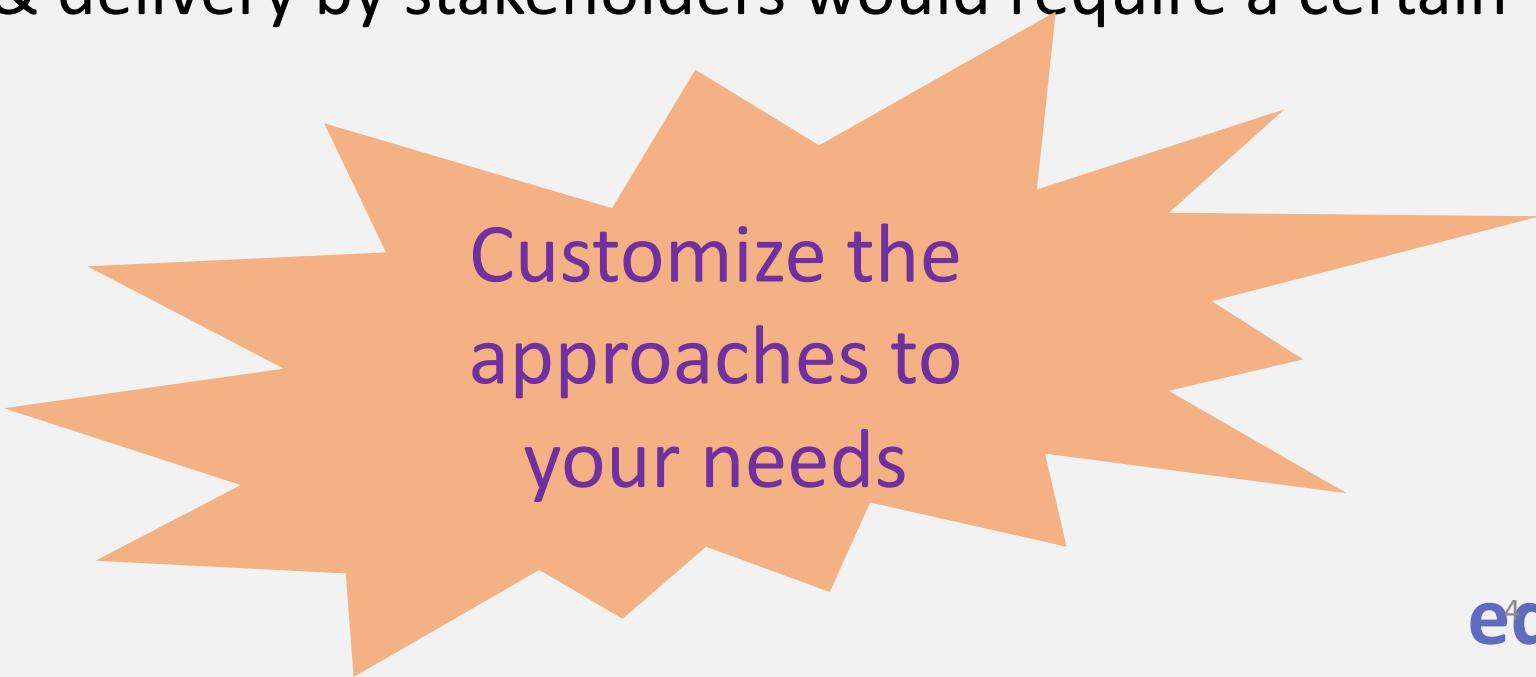
Project Methodology

Methodology- a system of methods used in a particular area of study or activity

Practices- the actual application or use of an idea, belief, or method, as opposed to theories relating to it

Why select a methodology?

- No one approach would be suitable for all projects
- Stakeholders and team might be aware of only one approach
- The organization policies talk about only one approach
- Expected timelines & delivery by stakeholders would require a certain approach



Customize the
approaches to
your needs

What should the Project Manager do?

Assess project needs, complexity, and magnitude

Recommend project execution strategy (e.g., contracting, finance)

Recommend a project methodology/approach (i.e., predictive, agile, hybrid)

Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, stakeholder engagement)

Assess project needs, complexity, magnitude

Understand Labour intensive work vs Knowledge work

Use Stacey Matrix- Level of uncertainty on process & requirements

Understand and align to Org policies & industry standards

Recommend project execution strategy

- Factors to consider
 - Likelihood of changes
 - Access to Subject Matter Experts
 - Organizational trust and buy-in
- Agile suitability filter in Agile practice guide

Recommend a project methodology

- Assess the work type, Project details, Org culture, & Team dynamics
- Discuss with Stakeholders
- Decide the right approach based on analysis done

Use iterative/incremental processes throughout

- Freedom to tailor the approach as per needs
- Review and reflect regularly
- Don't make beginner-PM mistakes: Celebrating at the end, creating a document & forgetting about it; capturing lessons learned at the end

Mindset for PMP® exam

- Understand that changing any approach midway is a huge task, the justification must also be huge
- Change management process difference between traditional & Agile
- Tailor few and more of the practices to suit project needs
- Understand when to select which approach depends on scope change, team dynamics, org policies etc.

A new project will require extensive stakeholder involvement and is expected to produce its first deliverable as soon as one month after getting the green light to proceed. The deliverable is anticipated to have a high degree of innovation. The performing organization operates in an industry that has considerable regulatory oversight.

What development approach should the project manager recommend for this project?

- A. Adaptive
- B. Predictive
- C. Hybrid
- D. Innovative

The product developed by the project team is plagued by defects. At every sprint review, the product owner rejects multiple user stories.

How should the project leader address this issue?

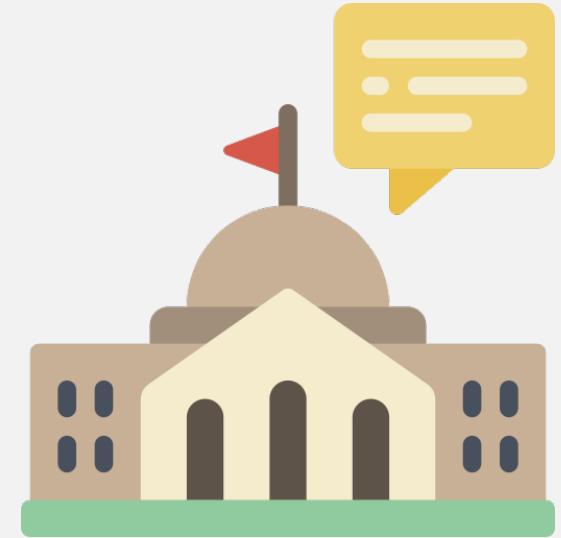
- A. Recommend that the team writes automated tests before developing software code
- B. Include a user story in each sprint to fix the bugs from the previous sprint
- C. Advise the product owner that the defects will be addressed at the end of the project
- D. Include the issue as an agenda topic for the project retrospective

Answer

1- C

2- A

Thank you!

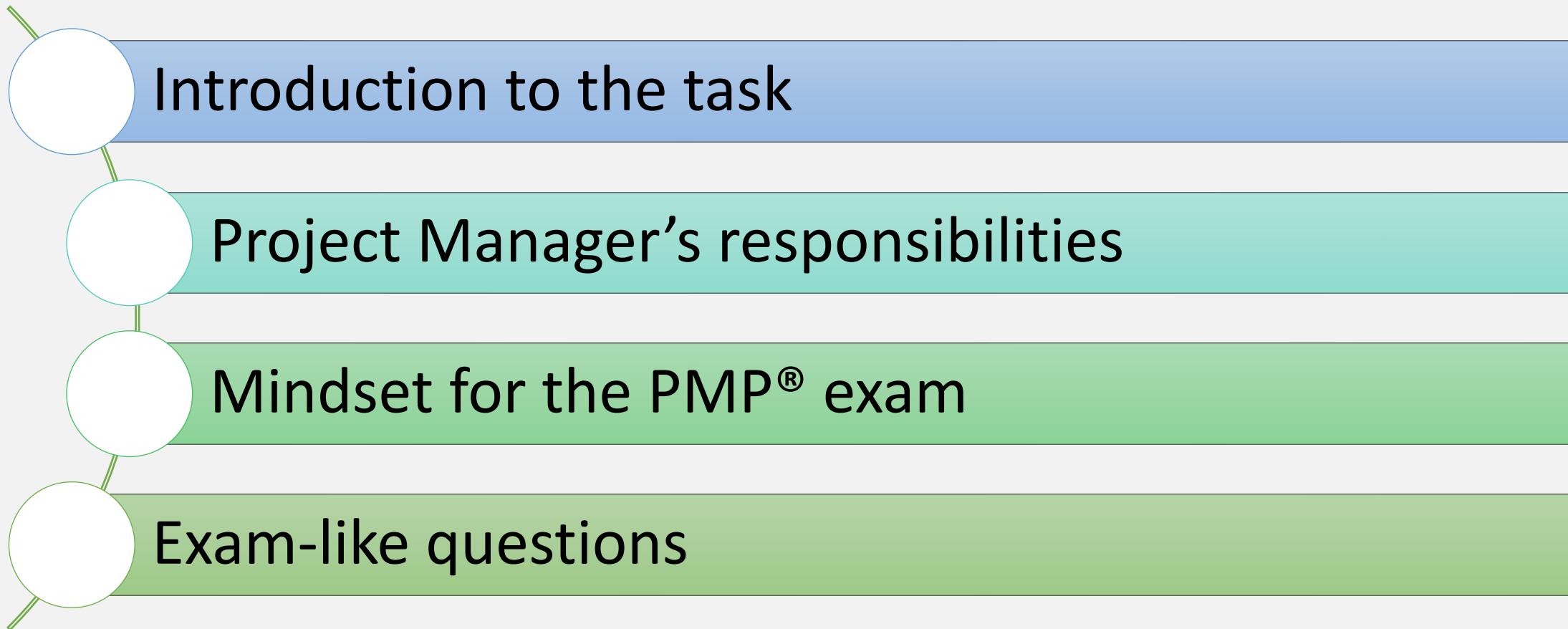


2.14 Establish governance

Domain 2: Process Domain

Task 14: Establish Project Governance Structure

Contents



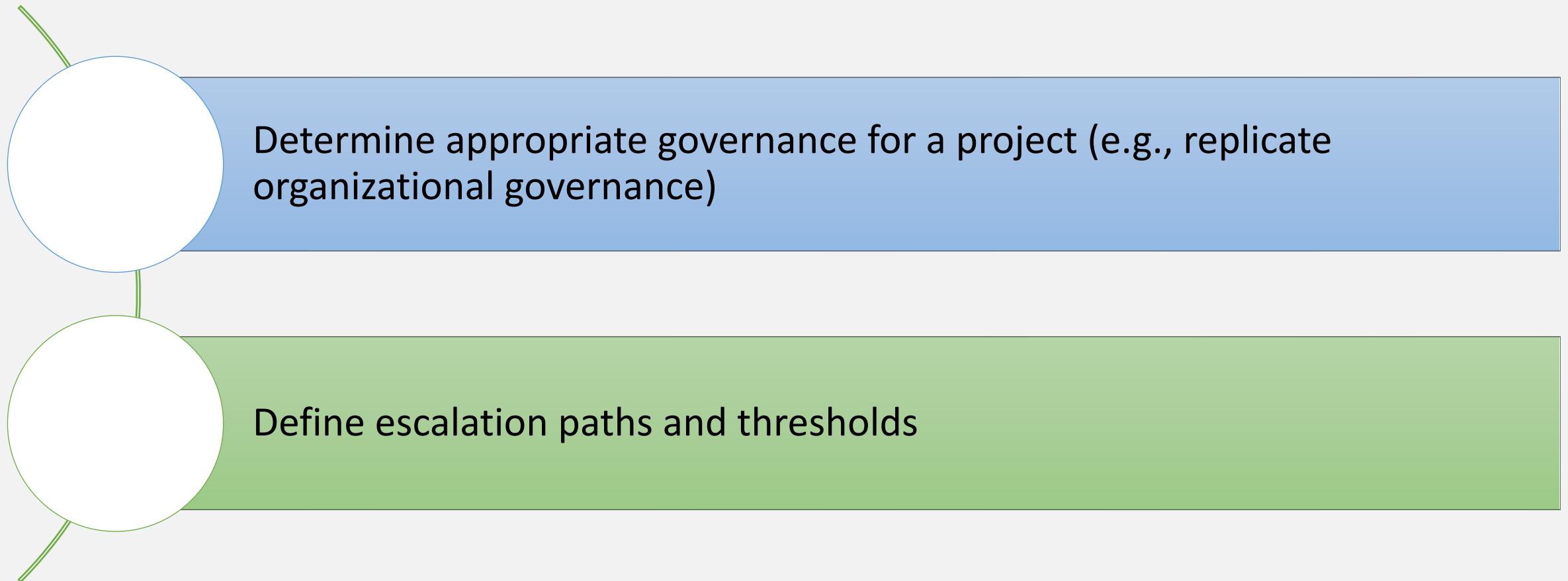
Governance

The frameworks, functions, and processes that guide project management activities in order to create a unique product, service, or result to meet organizational, strategic, and operational goals.

What all as part of governance?

- How will the products/services be accepted on completion?
- Authorities & escalation chart
- How will the decisions be made in project/org
- Which lifecycle approach to be followed
- How problems & issues would be resolved?
- Guidelines for aligning project governance and org strategies
- How changes will be managed?

What should the Project Manager do?



Determine appropriate governance

- Define, communicate, and get agreement on project governance
- It's generally a Top-down approach
- Freedom to tailor the project should be aligned to org policies
- Be transparent and create shared understanding
- Keep revisiting the governance structure

Define escalation paths & thresholds

- Agree how exceptions will be handled on projects
- Be proactive in solving issues
- Team >> Project Manager >> Functional Manager >> Project Sponsor/PMO/Steering committee

Mindset for PMP® exam

- Bring People together to define the governance structure.
- Be transparent & create a shared understanding
- Revisit & revise the structure as may be needed

An executive wants to begin initiating a project by developing a project charter, but since she has never sponsored a project before, she is looking for a document to use as a template.

Where should the executive look first?

- A. Project business case
- B. Enterprise environmental factors
- C. Benefits management plan
- D. Organizational process assets

During a daily standup meeting, the project team raises a risk that was not identified earlier in project planning. The team discusses the risk with the project manager, who realizes that a potential response to the risk is beyond his authority. The risk management plan does not provide any guidance on how this type of risk should be managed.

What is the project manager's best strategy to deal with this risk?

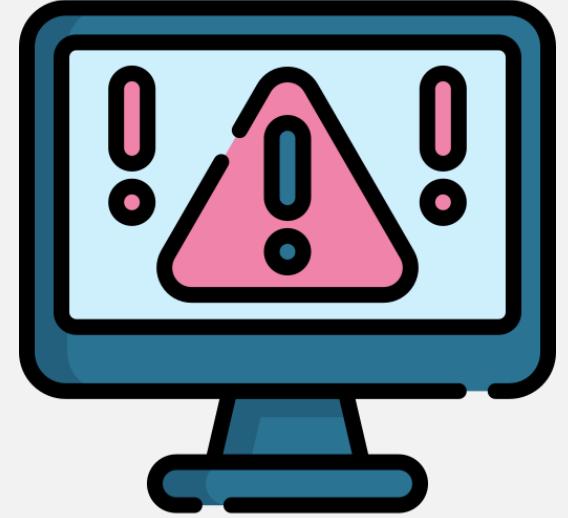
- A. Capture the risk in the project risk register and develop the appropriate risk response
- B. Conduct a risk-based spike at the beginning of the next iteration to find a potential solution
- C. Perform a risk review to research, analyze, and apply any identified mitigation strategies
- D. Adopt risk escalation as a response strategy so that the risk can be appropriately managed

Answer

1- D

2- D

Thank you!

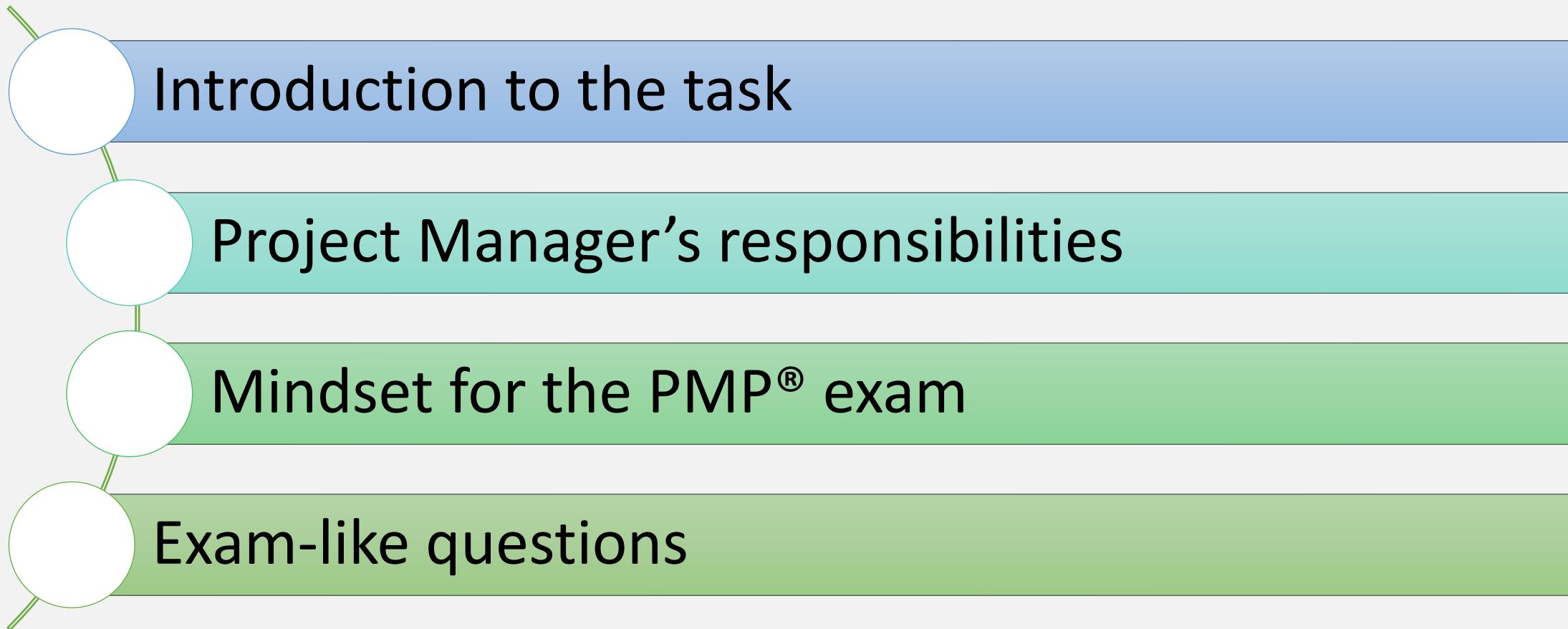


2.15 Manage issues

Domain 2: Process Domain

Task 15: Manage project issues

Contents



Issue

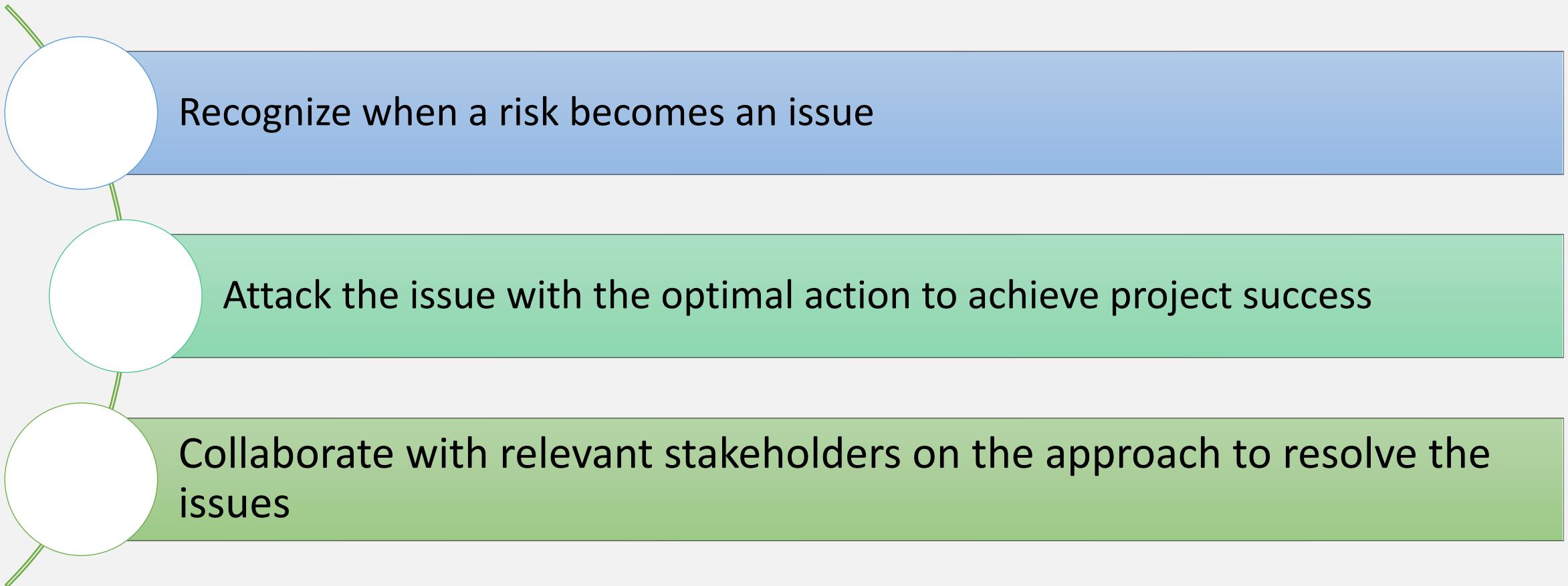


A Risk that has **already** occurred

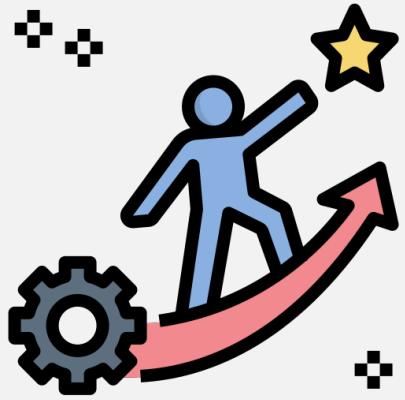
Whenever an Issue happens, record them in issue log

Project Management Approach:
Prevent >> Detect >> Resolve

What should the Project Manager do?



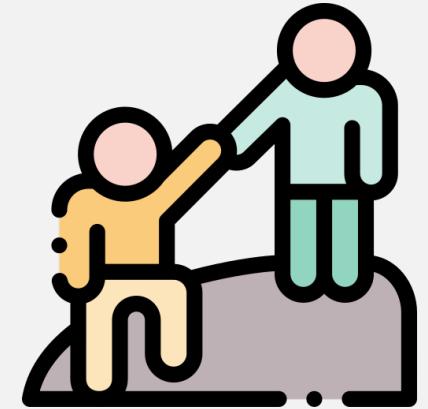
Create a safe environment



Experiment
Often



Fail
fast

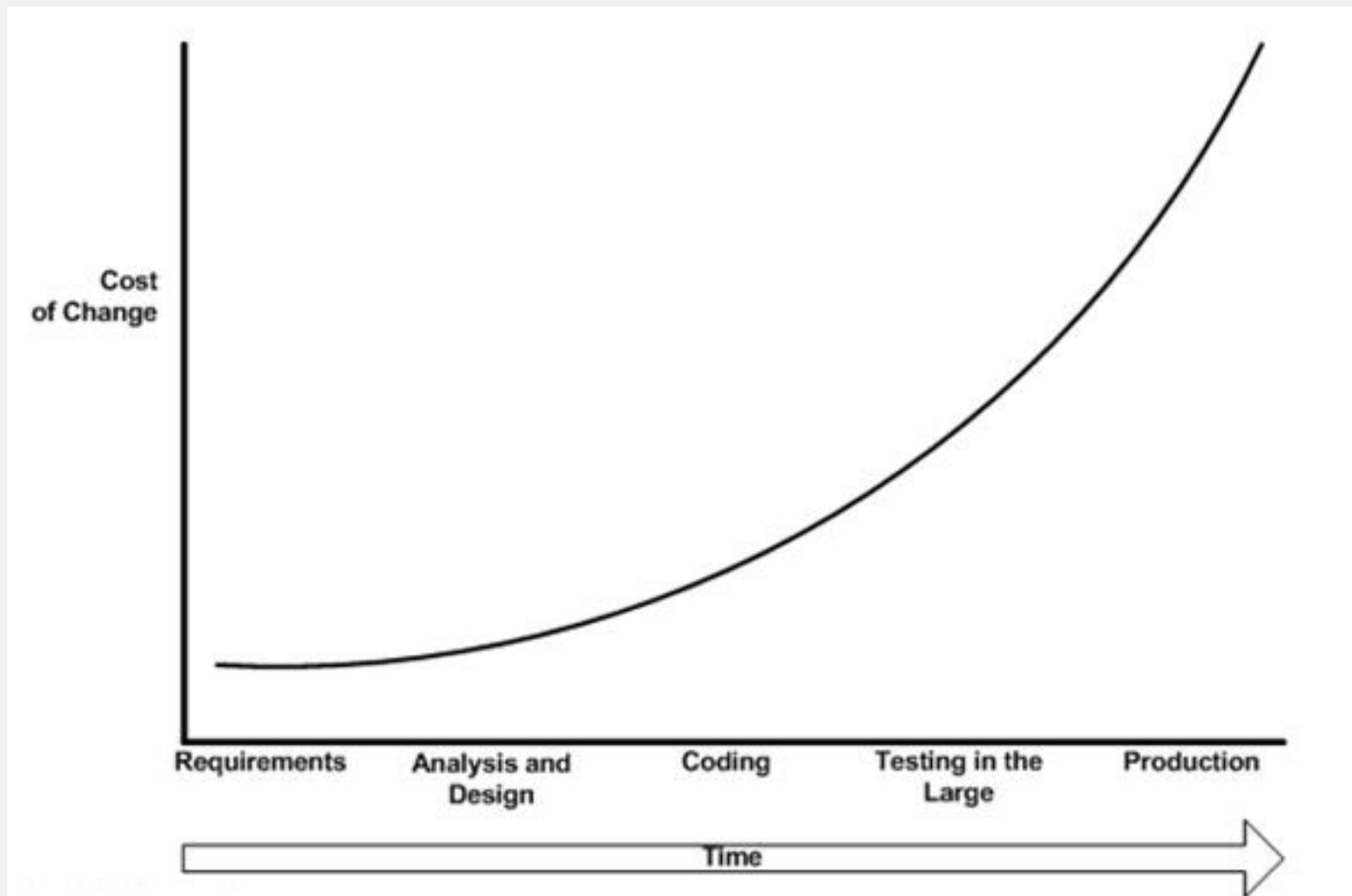


Seek
help

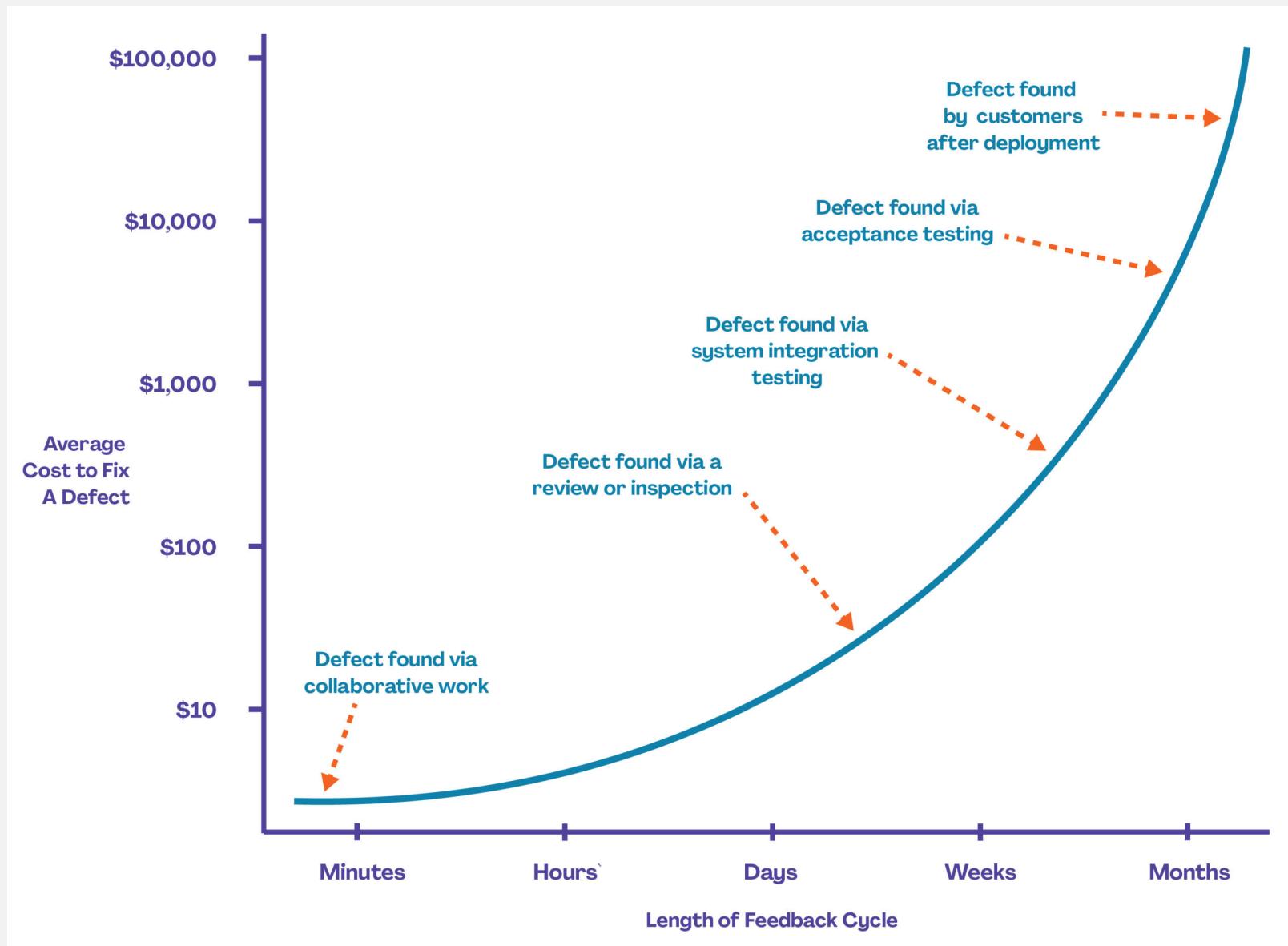
Efficient Problem Solving



Cost of Change



The earlier the better



Mindset for PMP® exam

- Encourage team members to promptly report potential issues
- Enter into issue log, assign an owner, priority, and a due date
- Monitor progress and discuss each issue at the status meetings
- Develop a response (workaround) and implement it
- Assess the impact and effectiveness of the response
- Close resolved issues, and escalate unresolved ones

During project execution of a high priority project , a previously identified risk is realized . The project manager sends an email to the risk owner and receives an automated response indicating that this individual will be out of the country on vacation for the next two weeks. The risk owner did not disclose a backup contact to use during the interim . What should the project manager do first?

- A. Capture the problem in the issue resolution register
- B. Update the communications management plan
- C. Submit a change request
- D. Record the information in the issue log

Midway into an iteration , an agile team faces a minor technical issue . One of the team members recalls that the agile coach is an expert in the field from her past experience as a senior developer. The team requests that the coach help resolve the issue. What should the agile coach do first ?

- A. Let the team resolve the issue
- B. Help the team resolve the issue
- C. Resolve the issue for the team
- D. Consult with the product owner

Answer

1- D

2- A

Thank you!

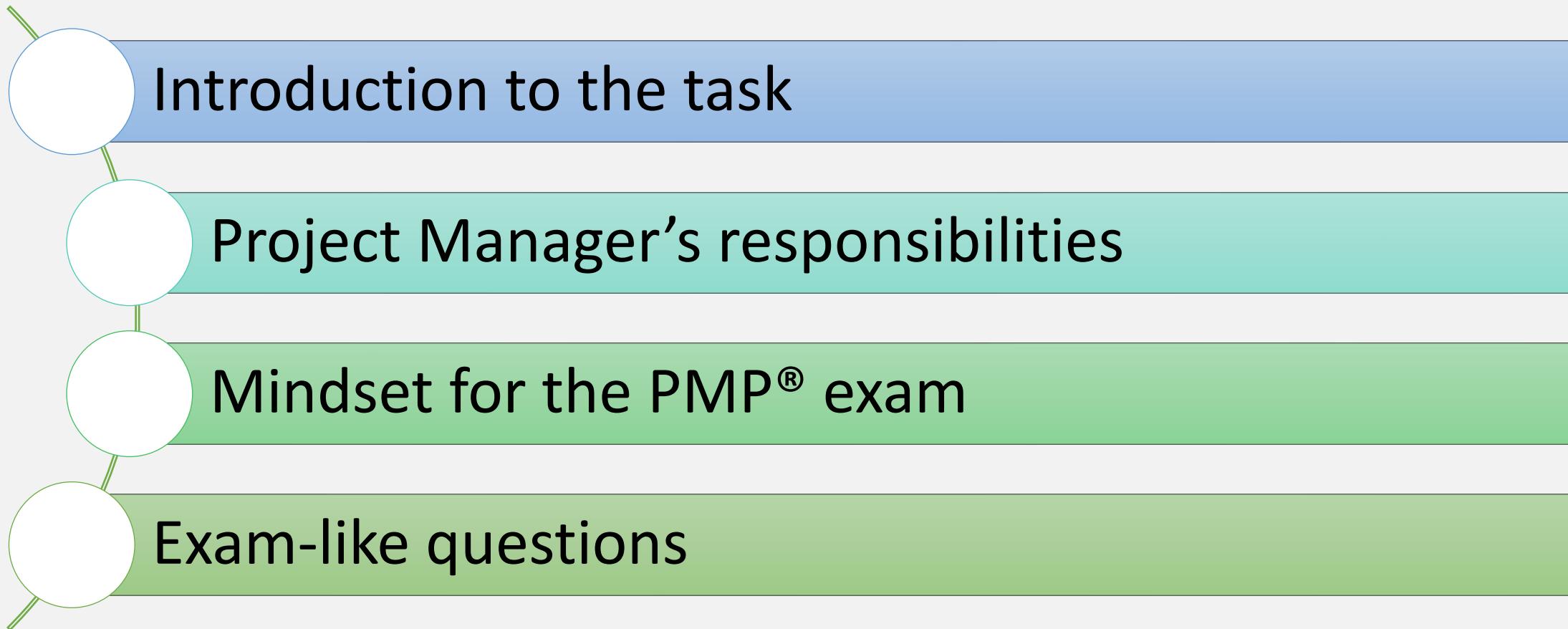


2.16 Ensure Knowledge Transfer

Domain 2: Process Domain

Task 16: Ensure knowledge transfer for project continuity

Contents



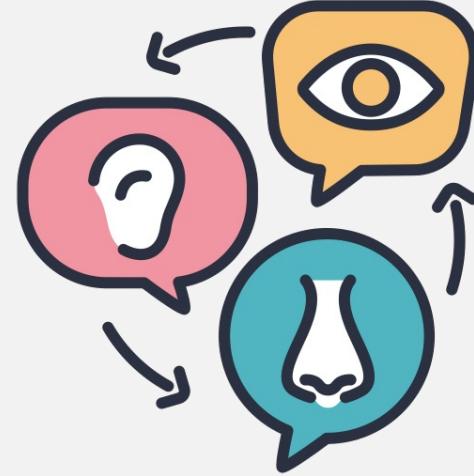
Knowledge

Knowledge is the learnings from the way project is being managed- about business problems, technical domain, and specifics of the product or service being created.

Type of Knowledge



Explicit Knowledge- Knowledge that can be stored with documentation, models, diagrams, and notes, then shared with others

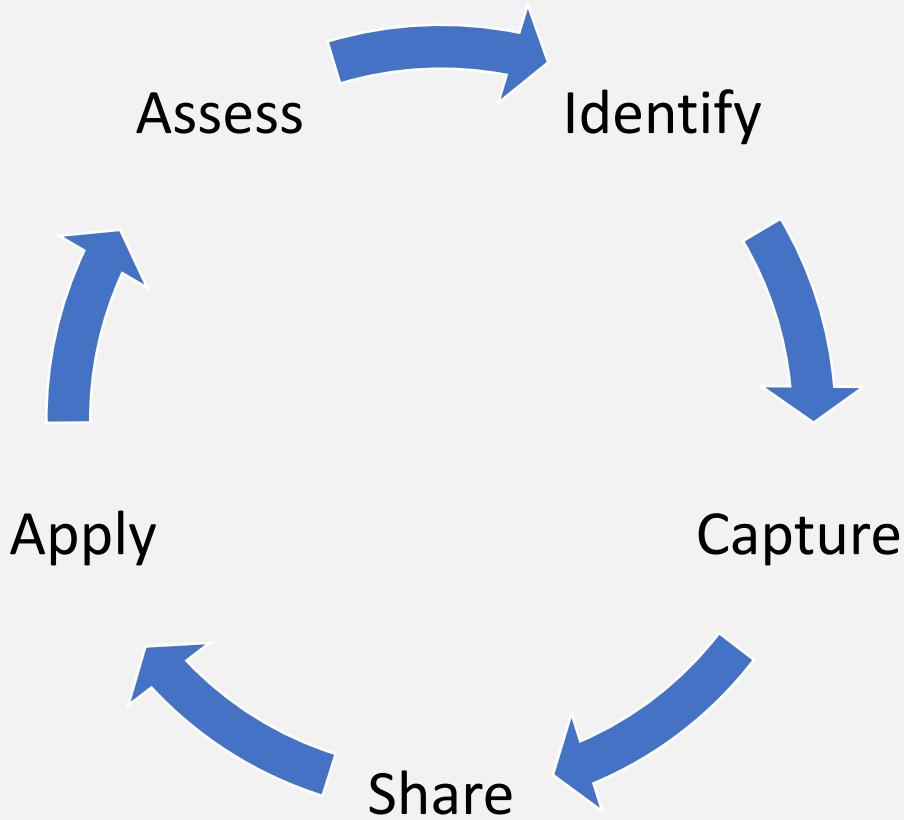


Tacit Knowledge- beliefs, Experience, Intuition, and insights- Personal knowledge that is difficult to share or describe.

What should the Project Manager do?



Knowledge Transfer cycle



Techniques for Knowledge transfer

- Networking & social events
- Organizing special interest groups and communities of practice
- Conferences, workshops, In-person/virtual events
- Interactive Training sessions
- Assigning buddies, work shadowing, and assigning mentors
- Reverse mentoring- Asking young team members about new technologies

Mindset for PMP® exam

- Understand Explicit and Tacit knowledge. Create an environment to share tacit knowledge as well.
- Create opportunities for team members to meet, discuss as often as possible.
- Plan how you will manage & share knowledge created in the project
- Continuously assess and refresh the skills

A project has just been approved and formally chartered. What is one of the first things the assigned project manager should do?

- A. Start the development of the project management plan
- B. Acquire the resources necessary to perform the project work
- C. Inform stakeholders of the approved project charter
- D. Perform a project assessment based on available information

A project manager has diligently captured the knowledge gained from each iteration retrospective and recorded the information in the lessons learned register. After the project retrospective, the project manager finalizes the lessons learned register and transfers the information to the lessons learned repository as specified in the project management plan. However, when other project teams review the lessons learned as part of planning their projects, some of the information is misinterpreted, and knowledge is lost. How might the project manager have avoided this situation?

- A. Ensured that the tacit knowledge gained during the project is recorded and codified in the lessons learned repository
- B. Updated the organizational process assets with the knowledge gained from the project as part of project closure
- C. Invited the other project managers to attend the project retrospective so the tacit knowledge can also be transferred\
- D. Developed a more robust knowledge management plan as part of the Plan Knowledge Management process

Answer

1- C

2- C

Thank you!

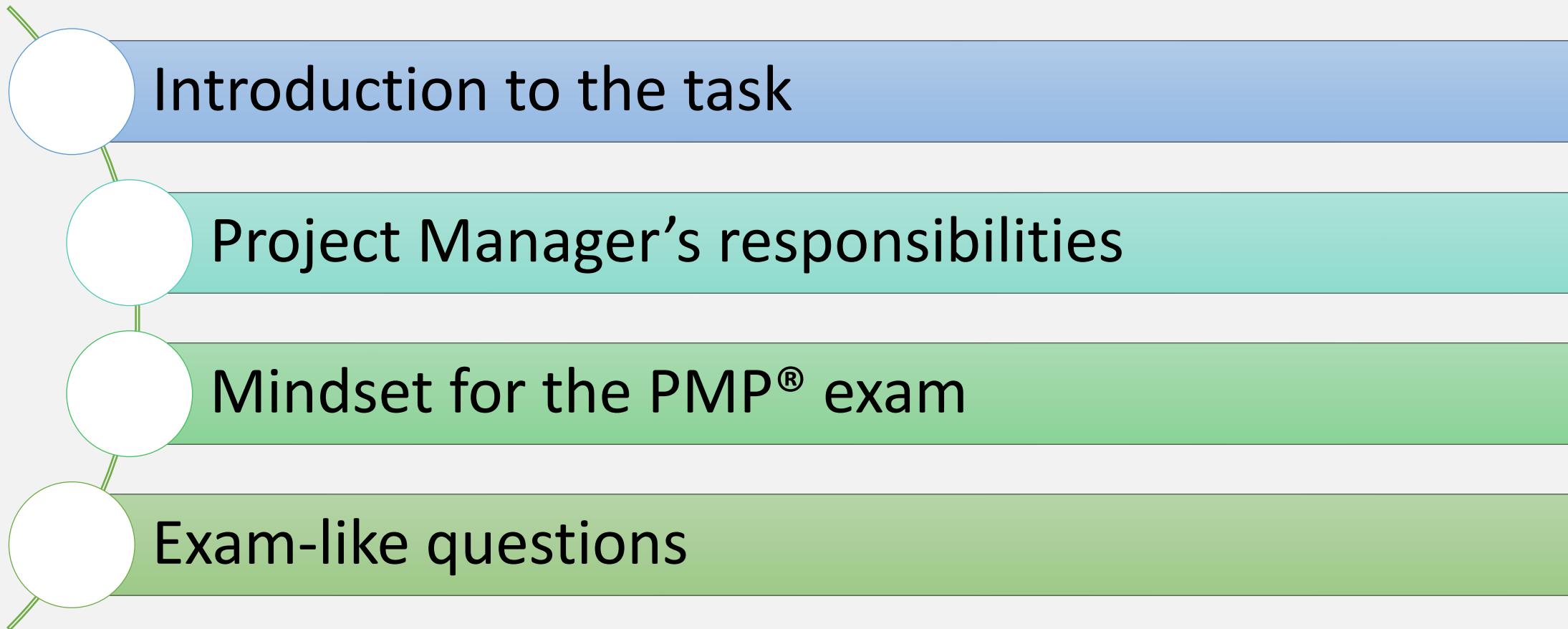


2.17 Closure

Domain 2: Process Domain

Task 17: Plan and Manage Phase/Project closure or transitions

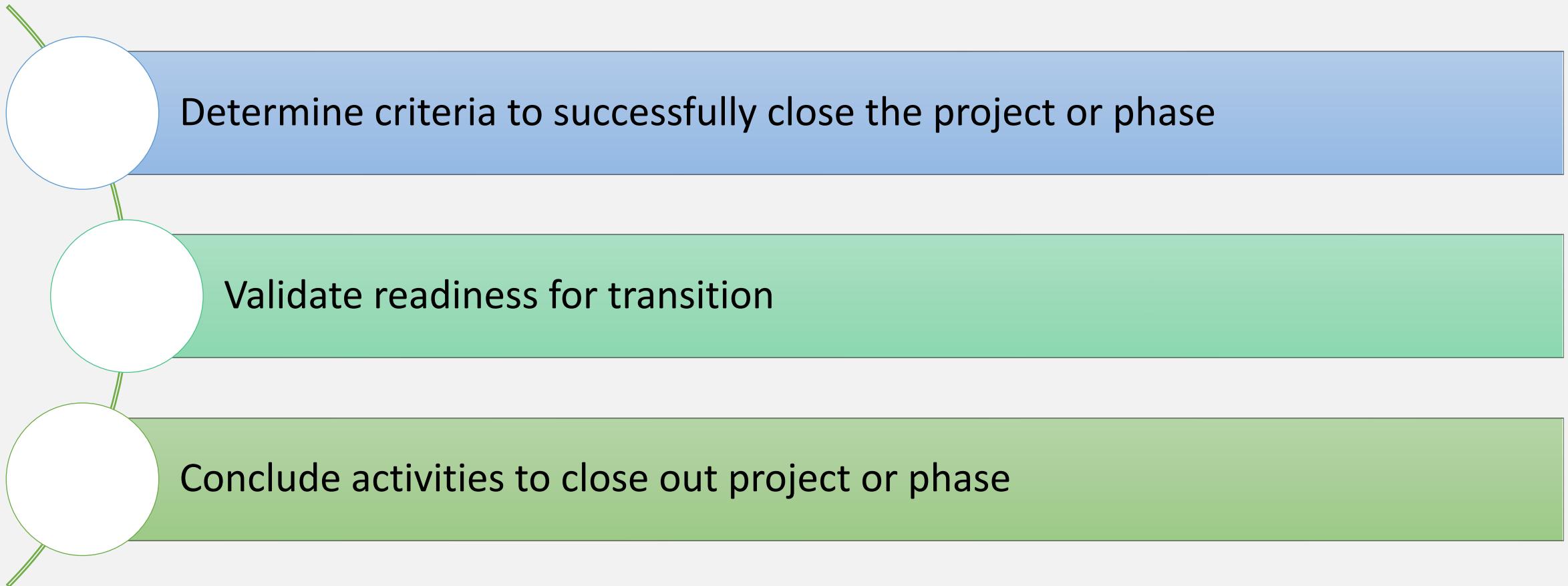
Contents



Closure

Finalizing all activities for the project, phase, or contract closure.

What should the Project Manager do?



Determine criteria to successfully close the project or phase

- Closing a phase of the project can also be considered closure activity
- At the end of all the activities completed
- Premature termination- Problem faced couldn't be resolved, lack of funds, changes in strategy

Validate readiness for transition

- Is the operation team ready to takeover; Only when they take over can your handover be deemed complete
- Communicate in advance before handing over
- Be proactive in anticipating issues

Conclude activities to close out project or phase

- Consolidate the documents together
- Review the project management plan to conclude all activities have been completed as per plan
- Carry out administrative & financial closure
- Store documents as OPAs

Mindset for PMP® exam

- Start with the end in mind, End with start in mind
- Check the plan to ensure closure of all the activities
- Release team from project & set them up for success
- Reflect personally on How do you feel at the end of project

A project manager and team are in the process of finalizing all project activities. They have obtained final acceptance and transferred ownership of deliverables, obtained administrative closure, collated lessons learned, archived all project documents, and obtained feedback from relevant stakeholders. Finally, the project manager and team have been released and reassigned to other assignments. Based on the information provided, what might have been forgotten?

- A. Reviewing project requirements
- B. Verifying project deliverables
- C. Sharing the final project report
- D. Conducting benefit analysis

A client completed a walkthrough of the deliverables and formally accepted the work. The next day , the project manager returns to the project site to pick up company equipment and make arrangements for final payment . What should the project manager do when meeting the client as part of project closure ?

- A. Confirm the final acceptance of the deliverable
- B. Settle procurement claims
- C. Validate the scope objectives have been met
- D. Ensure quality assurance was performed

Answer

1- C

2- A

Thank you!



PMP® exam prep by edzest

Business Environment Domain

Tasks in the study group

3.1

Manage Project
Compliance

3.2

Deliver Business
Value

3.3

Support external
changes

3.4

Support
Organizational
changes



3.1 Manage Project Compliance

Domain 3: Business Environment Domain

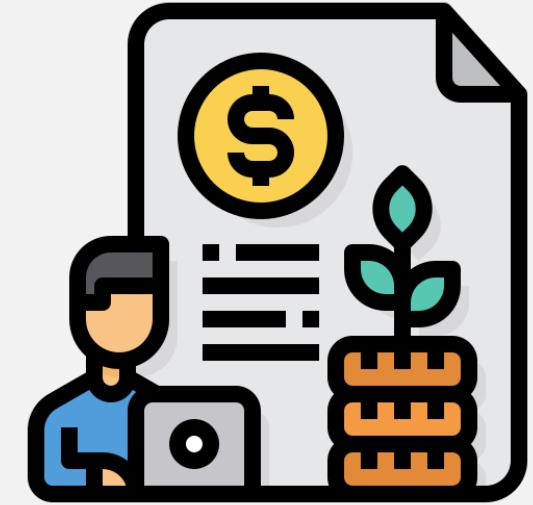
Task 1: Plan and Manage project compliance

What should the Project Manager do?



You have been assigned to manage a project that involves usage of materials that are known to be harmful to human health. The project hasn't yet been initiated. What is the best course of action for you to take?

- A. Assign a contingency reserve to be used later during project execution
- B. Build a comprehensive Risk response plan for this identified risk
- C. Incorporate compliance requirements in Project Charter
- D. Terminate the Project citing health reasons for project team members



3.2 Deliver Project value

Domain 3: Business Environment Domain

Task 2: Evaluate and deliver project benefits and value

What should the Project Manager do?



One of the key stakeholders on a new Agile project is concerned about how the project fits within the company's overall organizational strategy.
What would you suggest the stakeholder to address their concern?

- A. Look at the benefits management plan
- B. Review the assumption log
- C. Examine the work breakdown structure
- D. Ask the project sponsor

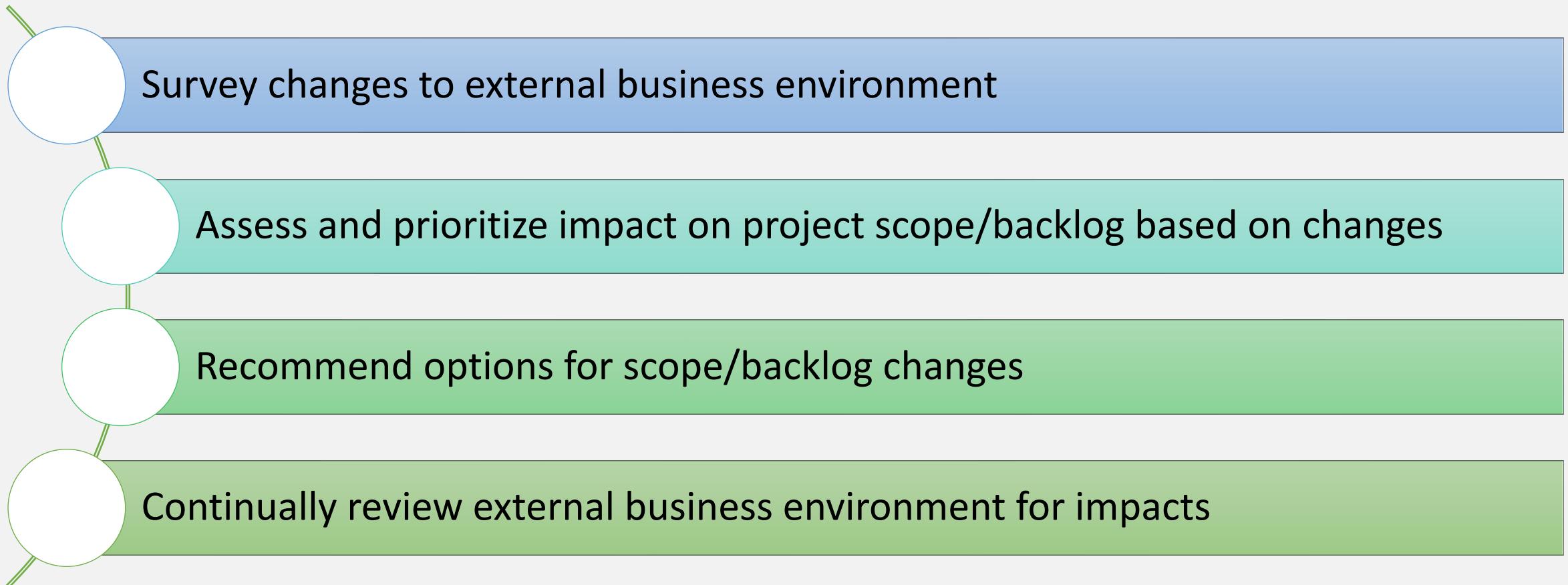


3.3 Address external environment changes

Domain 3: Business Environment Domain

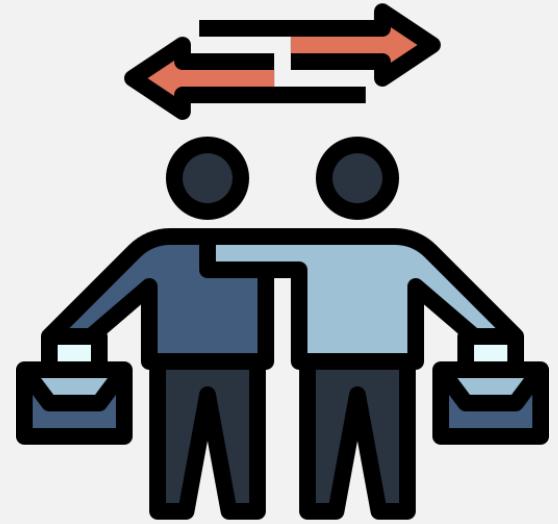
Task 3: Evaluate and address external business environment changes for impact on scope

What should the Project Manager do?



The courts have issued a Cease and Desist order to your project following the complaints from your competitors regarding use of one of their patented solution. What is the first thing you will do?

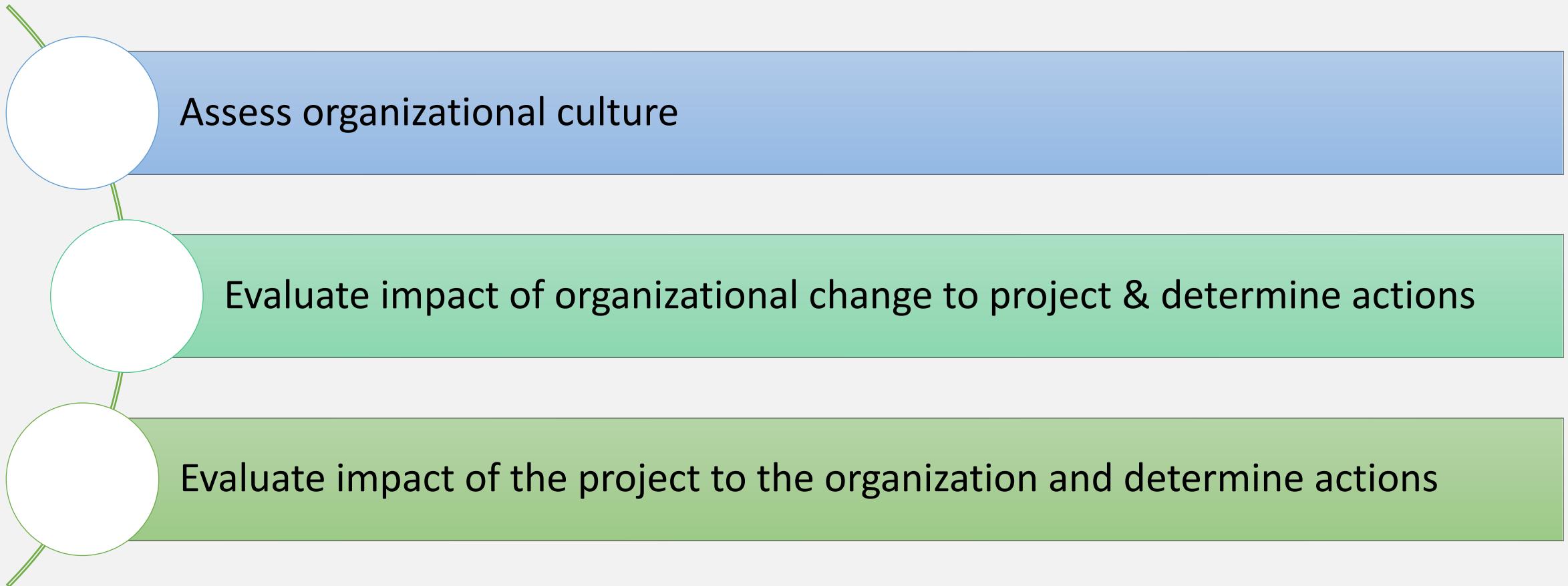
- A. Identify this as a risk and prepare a response plan
- B. Contact your legal team to dispute the order
- C. Terminate the project for legal cause
- D. Update the Project charter for this new change



3.4 Support organizational change

Domain 3: Business Environment Domain
Task 4: Support organizational change

What should the Project Manager do?



Following a restructuring in your organization, the agile team will lose 3 members from its 9-membered team. The Sponsor has asked the Project Manager to still complete the project on time. What is the best course of action for the project manager?

- A. Work with stakeholders to prepare a new roadmap to meet the original project completion date with reduced scope
- B. Alternately assign the remaining team members to work overtime to meet the original project completion date
- C. Re-distribute the tasks among team members to where they will be most effective
- D. Create and update issue logs for instances where planned work is not completed due to reduced resources

Thank you!