

# Project Management Professional (PMP)

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## Overview

In this course, students will apply the generally recognized practices of project management acknowledged by the Project Management Institute (PMI®) to successfully manage projects.

## Duration

5 Days

## Who Should Attend

This course is designed for persons who have on the job experience performing project management tasks, whether project manager is their formal job role, who are not certified project management professionals, and who might or might not have received formal project management training. The course is appropriate for these persons if they wish to develop professionally, increase their project management skills, apply a formalized and standards-based approach to project management, seek career advancement by moving into a formal Project Manager job role, as well as to apply for Project Management Institute, Inc. (PMI®) Project Management Professional (PMP®) Certification.

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## Course Topics

<p><b>Module 1</b></p>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Getting to know the participants</li> <li>• Introduction to PMI®</li> <li>• PMP® Certification – advantages</li> <li>• PMP® certification – process and fees related information</li> <li>• PMP® Application procedures – instructions on how to fill in the form</li> <li>• PMP® examination – information on the split of questions, question pattern</li> <li>• PMP® examination – Tips on how to prepare and take the examination (this theme will be reiterated throughout the course)</li> <li>• PMP® – Fulfilling the CCR requirements</li> <li>• Familiarization with course outline</li> <li>• Familiarization with the protocols and timings</li> <li>• Expectations setting and clarifications</li> <li>• Introductory Quiz – to assess the current level of familiarization of the participants with PMBOK® concepts and assess the gaps.</li> </ul>
<p><b>Module 2</b></p>	<p><b>Introduction to Project Management</b></p> <ul style="list-style-type: none"> <li>• What are Projects?</li> <li>• Projects vs. Operations</li> <li>• Project Management and the role of Project Manager</li> <li>• The concept of Progressive Elaboration</li> <li>• PMBOK® Guide structure</li> <li>• Interrelationship of Project Management with General Management concepts</li> <li>• The concept of Program Management and Portfolio Management</li> <li>• The concept of Project Management Office (PMO)</li> <li>• Multiple modes of operations of PMO</li> <li>• Quiz – Introduction to Project Management Lesson</li> </ul>

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<p><b>Module 3</b></p>	<p><b>Project Management Context</b></p> <ul style="list-style-type: none"> <li>• The concept of Project Lifecycle and its characteristics</li> <li>• Phases defining the Project Lifecycle</li> <li>• Stakeholders in a Project</li> <li>• Varying types of Project organizational structures – Functional, Matrix and Projectized – their advantages and disadvantages</li> <li>• Quiz – Project Management context</li> </ul>
<p><b>Module 4</b></p>	<p><b>Project Management Processes</b></p> <ul style="list-style-type: none"> <li>• Project Management vs. Product oriented Processes</li> <li>• Description of five process groups in the Project Lifecycle and their interactions</li> <li>• Characteristics and components of Process groups</li> <li>• Process Interactions / Customization of Processes Mapping of Project Management Processes across the Process Groups and Knowledge Areas</li> <li>• Quiz – Project Management Processes</li> </ul>
<p><b>Module 5</b></p>	<p><b>Project Integration Management</b></p> <ul style="list-style-type: none"> <li>• The role of Integration Management in Project execution</li> <li>• Description of multiple ways in a Project can arise</li> <li>• SOW – its characteristics</li> <li>• Description of Enterprise Environmental factors and organizational assets which can impact a Project</li> <li>• Business Case and Continued business justification</li> <li>• Project Charter – its characteristics</li> <li>• Project Strategic alignment</li> <li>• Description of various Project selection methods – like mathematical models and financial criteria like ROI, NPV, IRR etc.</li> <li>• Benefit Realization</li> <li>• Learning from Lessons</li> <li>• Project Management Plan Development</li> <li>• Contents of the Project Management Plan</li> <li>• PMIS – its role in effective Project Management</li> <li>• Directing and Managing Project Work</li> <li>• The role of Configuration Management system in a Project environment Monitoring and Controlling Project Work</li> <li>• Performing Integrated Change Control</li> <li>• How to manage changes in a Project?</li> </ul>

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<p><b>Module 5</b></p>	<p><b>Project Integration Management</b></p> <ul style="list-style-type: none"> <li>• Change Control Management activities involved in a Project</li> <li>• Role of Change Control Board in Project environment</li> <li>• Closing a Project ( or a Phase)</li> <li>• Multiple types of closures (Administrative closure and Financial closure)</li> <li>• Update on process to organizational Process assets</li> <li>• Quiz – Project Integration Management</li> </ul>
<p><b>Module 6</b></p>	<p><b>Project Scope Management</b></p> <ul style="list-style-type: none"> <li>• Project Scope vs. Product Scope and their interrelationships</li> <li>• Importance of Scope Management Plan in the Project</li> <li>• Collect Requirements process</li> <li>• Define Scope Process</li> <li>• Project Scope statement – how to prepare and update?</li> <li>• WBS – its key role in Project Management</li> <li>• Creating and Managing WBS</li> <li>• Interactions of WBS with other Breakdown structures used in Project Environment</li> <li>• Validate Scope process</li> <li>• Scope Validation vs. Quality Control</li> <li>• Control Scope process</li> <li>• Quiz – Project Scope Management</li> </ul>
<p><b>Module 7</b></p>	<p><b>Project Time Management</b></p> <ul style="list-style-type: none"> <li>• Importance of Time Management in a Project environment</li> <li>• Define Activities process</li> <li>• Sequence Activities process</li> <li>• Multiple types of dependencies across activities</li> <li>• Precedence Diagramming Method</li> <li>• Estimating Activity Resource process</li> <li>• Estimating Activity Duration process</li> <li>• Various duration estimating procedures – Top-Down, Bottom-up, Analogous, Parametric etc.</li> <li>• The concept of Contingency in Time Management</li> <li>• Develop Schedule Process</li> <li>• The importance of calendars in the Scheduling process</li> <li>• Control Schedule process Revision of schedules</li> </ul>

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<p><b>Module 8</b></p>	<p><b>Project Cost Management</b></p> <ul style="list-style-type: none"> <li>• The importance of Cost Management in Projects</li> <li>• Project Lifecycle costing vs. Product Lifecycle costing</li> <li>• Cost Management Plan and its use in Cost control</li> <li>• Estimating Costs process</li> <li>• Cost Management Plan and its use in Cost control</li> <li>• Analogous, Parametric and Bottom-up methods of Cost estimating</li> <li>• Multiple types of cost estimates – Order of Magnitude and Definitive estimates</li> <li>• Determine Budget process</li> <li>• Cost Baseline and its management</li> <li>• Control costs process</li> <li>• Planning Quality Management process</li> <li>• Cost and Schedule Performance Indices and their use in Forecasting</li> <li>• Multiple methods of Depreciation</li> <li>• Quiz – Project Cost Management</li> </ul>
<p><b>Module 9</b></p>	<p><b>Project Quality Management</b></p> <ul style="list-style-type: none"> <li>• Project Quality vs. Product Quality</li> <li>• Concepts of Quality Management</li> <li>• Project Management vis-à-vis Quality Management</li> <li>• Current themes in Quality Management</li> <li>• Planning Quality Management process</li> <li>• Project Quality Management Plan and Process Improvement Plan</li> <li>• Perform Quality Assurance process</li> <li>• The role of Quality Audits in Quality Management</li> <li>• Perform Quality Control process</li> <li>• Seven basic tools of Quality Control – including Control Charts, Cause and Effect diagrams, Pareto Diagrams, Stratification, Histograms, Scatter diagrams etc.</li> <li>• Applicability of Normal distribution in SQC Process capability definitions Pioneers of Quality – Deming, Juran, Crosby etc. and their key contributions</li> <li>• Cost of Quality/ Cost of Non-Quality concepts</li> <li>• Quiz – Project Quality Management</li> </ul>

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<p><b>Module 10</b></p>	<p><b>Project Human Resource Management</b></p> <ul style="list-style-type: none"> <li>• Developing Human Resource Management Plan process</li> <li>• Organizational Planning &amp; Structures</li> <li>• Description of OBS and RBS</li> <li>• RAM and RACI Charts</li> <li>• How Staffing Management Plan enables HR Management?</li> <li>• Acquire Project Team Process</li> <li>• Managing Virtual teams in a Project environment</li> <li>• Building effective Project teams</li> <li>• Develop Project Team process</li> <li>• Importance of Trainings in Project team development</li> <li>• Delegation for effective management</li> <li>• Multiple stages of Team Development</li> <li>• Manage Project team process</li> <li>• Performance Appraisals of team members</li> <li>• Types of Power – De-facto and Personal Powers</li> <li>• Project Managers' leadership styles</li> <li>• Conflict Handling – multiple models</li> <li>• How to motivate Team members?</li> <li>• Maslow's Hierarchy of Needs</li> <li>• Fredrick Herzberg's Two-Factor Theory</li> <li>• Theory X, Y and Z descriptions and their application to Project Management</li> <li>• Expectancy Theories</li> <li>• Quiz – Project Human Resource Management</li> </ul>
<p><b>Module 11</b></p>	<p><b>Project Communications Management</b></p> <ul style="list-style-type: none"> <li>• Planning Communications Management Process</li> <li>• Project Communications structures</li> <li>• Communications requirements analysis in the Project environment</li> <li>• Communication Channels in a Project</li> <li>• Communications Management Plan</li> <li>• Sender Receiver models in the Project environment</li> <li>• Manage Communications process</li> <li>• Communication Methods – Push, Pull and Interactive</li> <li>• Control Communication Process</li> <li>• Reporting Performance</li> <li>• Obstacles in cross-cultural communication</li> <li>• Quiz – Project Communications Management</li> </ul>

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<p><b>Module 12</b></p>	<div style="background-color: #004a99; color: white; padding: 5px;"><b>Project Risk Management</b></div> <ul style="list-style-type: none"> <li>Risk Management cycle in a Project environment</li> <li>Plan Risk Management process</li> <li>Importance of Risk Management Plan in the Risk Management Lifecycle</li> <li>Types of Risks which can impact a Project</li> <li>Identify Risks process</li> <li>Risk identification facilitators – Brainstorming, Delphi techniques, SWOT Analysis, Documentation Review, Checklist Analysis etc</li> <li>Risk Register preparation and updating</li> <li>Perform Qualitative Risk Analysis process</li> <li>Probability Impact Matrix and its use in Risk Management</li> <li>Perform Quantitative Risk Analysis process</li> <li>Use of varying Simulation Techniques</li> <li>Application of Decision Tree analysis and Sensitivity Analysis tools to Risk Management</li> <li>Plan Risk Responses process</li> <li>Strategies of Risk response for positive and negative risks</li> <li>Different types of Risks – Primary Risks, Secondary Risks, Residual Risks etc.</li> <li>Risk Register updating</li> <li>Monitor and Control Risks process</li> <li>Use of Risk Audits, Reserve Analysis and Variance and Trend Analysis in Monitoring and Control of Risks</li> <li>Corrective and Preventive Actions in Risk Management process</li> </ul>
<p><b>Module 13</b></p>	<div style="background-color: #004a99; color: white; padding: 5px;"><b>Project Procurement Management</b></div> <ul style="list-style-type: none"> <li>Why Procurement is important for Projects?</li> <li>Procurement Management lifecycle</li> <li>Project Manager’s Procurement Management responsibilities</li> <li>Plan Procurement Management process</li> <li>Centralized vs. Decentralized Procurement organizations</li> <li>Make or Buy analysis</li> <li>Major types of Contracts – including FFP, Cost plus, T&amp; M and their variations</li> <li>Risks associated with various types of contracts</li> <li>Importance of Procurement Management Plan</li> <li>Creating Procurement SOW and Procurement Documents</li> </ul>

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<p><b>Module 13</b></p>	<p><b>Project Procurement Management</b></p> <ul style="list-style-type: none"> <li>• Conduct Procurements Process</li> <li>• Various types of Procurement documents – incl. RFP, RFQ, IB etc.</li> <li>• Source Selection criteria to analyze vendor responses</li> <li>• Source selection process</li> <li>• Application of Screening and Weighting systems in Procurements selection</li> <li>• Use of Independent Estimates</li> <li>• Contract negotiations process</li> <li>• Multiple negotiation tactics</li> <li>• Contracts – their legal implications</li> <li>• Control Procurements process</li> <li>• Contract change – how to manage them more effectively</li> <li>• Dispute management processes</li> <li>• Contract documentation file</li> <li>• Discharge of contracts</li> <li>• Close Procurements process</li> <li>• Quiz – Project Procurement Management</li> </ul>
<p><b>Module 14</b></p>	<p><b>Project Stakeholder Management</b></p> <ul style="list-style-type: none"> <li>• Identify Stakeholders Process</li> <li>• Conducting Stakeholder Analysis – Power-Interest Grid</li> <li>• Creating the Stakeholder Register</li> <li>• Plan Stakeholder Management Process</li> <li>• Stakeholder Engagement Levels</li> <li>• Stakeholder Engagement Assessment Matrix</li> <li>• Manage Stakeholder Engagement process</li> <li>• Control Stakeholder Engagement Process</li> </ul>
<p><b>Module 15</b></p>	<p><b>Professional Responsibility</b></p> <ul style="list-style-type: none"> <li>• Professional Responsibility</li> <li>• Professional Responsibilities of the Project Manager</li> <li>• Professional responsibilities towards - Self             <ul style="list-style-type: none"> <li>– Profession</li> <li>– Stakeholders</li> <li>– Society</li> </ul> </li> <li>• Quiz: Professional Responsibilities [with discussions]</li> <li>• PMP® MOCK test (100 questions)</li> </ul>