

PMP  
Course certification training

**Course Agenda**

## **Index**

Domain 1: People

Domain 2: Process

Domain 3: Business Environment

## **Course Curriculum**

### **Domain I - People—42%**

#### **Task 1 Manage conflict**

- Interpret the source and stage of the conflict
- Analyze the context for the conflict
- Evaluate/recommend/reconcile the appropriate conflict resolution solution

#### **Task 2 Lead a team**

- Set a clear vision and mission
- Support diversity and inclusion (e.g., behavior types, thought process)
- Value servant leadership (e.g., relate the tenets of servant leadership to the team)
- Determine an appropriate leadership style (e.g., directive, collaborative)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system)
- Analyze team members and stakeholders' influence
- Distinguish various options to lead various team members and stakeholders

#### **Task 3 Support team performance**

- Appraise team member performance against key performance indicators
- Support and recognize team member growth and development
- Determine appropriate feedback approach
- Verify performance improvements

#### **Task 4 Empower team members and stakeholders**

- Organize around team strengths
- Support team task accountability
- Evaluate demonstration of task accountability
- Determine and bestow level(s) of decision-making authority

#### **Task 5 Ensure team members/stakeholders are adequately trained**

- Determine required competencies and elements of training
- Determine training options based on training needs
- Allocate resources for training
- Measure training outcomes

#### **Task 6 Build a team**

- Appraise stakeholder skills
- Deduce project resource requirements
- Continuously assess and refresh team skills to meet project needs
- Maintain team and knowledge transfer

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

- Determine critical impediments, obstacles, and blockers for the team
- Prioritize critical impediments, obstacles, and blockers for the team
- Use the network to implement solutions to remove impediments, obstacles, and blockers for the team
- Re-assess continually to ensure impediments, obstacles, and blockers for the team are being addressed

#### **Task 8 Negotiate project agreements**

- Analyze the bounds of the negotiations for an 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

### **Task 9 Collaborate with stakeholders**

- Evaluate engagement needs for stakeholders
- Optimize alignment between stakeholder needs, expectations, and project objectives
- Build trust and influence stakeholders to accomplish project objectives

### **Task 10 Build shared understanding**

- Break down the situation to identify the root cause of a misunderstanding
- Survey all necessary parties to reach a consensus
- Support outcome of parties' agreement
- Investigate potential misunderstandings

### **Task 11 Engage and support virtual teams**

- 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 the effectiveness of virtual team member engagement

### **Task 12 Define team ground rules**

- Communicate organizational principles with team and external stakeholders

- Establish an environment that fosters adherence to the ground rules
- Manage and rectify ground-rule violations

### **Task 13 Mentor relevant stakeholders**

- Allocate the time to mentoring
- Recognize and act on mentoring opportunities

### **Task 14 Promote team performance through the application of emotional intelligence**

- Assess behaviour through the use of personality indicators
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders
- stakeholders

## **Domain II Process—50%**

### **Task 1 Execute project with the urgency required to deliver business value**

- Assess opportunities to deliver value incrementally
- Examine the business value throughout the project
- Support the team to subdivide project tasks as necessary to find the minimum viable product
- viable product

### **Task 2 Manage communications**

- Analyze communication needs of all stakeholders
- Determine communication methods, channels, frequency, and level of detail for all stakeholders
- stakeholders
- Communicate project information and updates effectively
- Confirm communication is understood and feedback is received

### **Task 3 Assess and manage risks**

- Determine risk management options
- Iteratively assess and prioritize risks

### **Task 4 Engage stakeholders**

- Analyze stakeholders (e.g., power interest grid, influence, impact)
- Categorize stakeholders
- Engage stakeholders by category
- Develop, execute, and validate a strategy for stakeholder engagement

### **Task 5 Plan and manage budget and resources**

- 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

### **Task 6 Plan and manage schedule**

- Estimate project tasks (milestones, dependencies, story points)
- Utilize benchmarks and historical data
- Prepare schedule based on methodology
- Measure ongoing progress based on methodology
- Modify schedule, as needed, based on methodology
- Coordinate with other projects and other operations

### **Task 7 Plan and manage quality of products/deliverables**

- Determine quality standard required for project deliverables
- Recommend options for improvement based on quality gaps
- Continually survey project deliverable quality

### **Task 8 Plan and manage scope**

- Determine and prioritize requirements
- Break down scope (e.g., WBS, backlog)
- Monitor and validate scope

### **Task 9 Integrate project planning activities**

- Consolidate the project/phase plans
- Assess consolidated project plans for dependencies, gaps, and continued business value
- Analyze the data collected
- Collect and analyze data to make informed project decisions
- Determine critical information requirements

### **Task 10 Manage project changes**

- Anticipate and embrace the need for change (e.g., follow change management practices)
- Determine strategy to handle change
- Execute change management strategy according to the methodology
- Determine a change response to move the project forward

### **Task 11 Plan and manage procurement**

- Define resource requirements and needs
- Communicate resource requirements
- Manage suppliers/contracts
- Plan and manage procurement strategy
- Develop a delivery solution

### **Task 12 Manage project artifacts**

- 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

### **Task 13 Determine appropriate project methodology/methods and practices**

- 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, risk)

### **Task 14 Establish project governance structure**

- Determine appropriate governance for a project (e.g., replicate organizational governance)
- Define escalation paths and thresholds

### **Task 15 Manage project issues**

- Recognize when a risk becomes an issue
- Attack the issue with the optimal action to achieve project success
- Collaborate with relevant stakeholders on the approach to resolve the issues

### **Task 16 Ensure knowledge transfer for project continuity**

- Discuss project responsibilities within team
- Outline expectations for working environment
- Confirm approach for knowledge transfers

### **Task 17 Plan and manage project/phase closure or transitions**

- Determine criteria to successfully close the project or phase
- Validate readiness for transition (e.g., to operations team or next phase)
- Conclude activities to close out project or phase (e.g., final lessons learned,
- retrospective, procurement, financials, resources)

### **Domain III Business Environment—8%**

#### **Task 1 Plan and manage project compliance**

- Confirm project compliance requirements (e.g., security, health and safety,
- regulatory compliance)
- Classify compliance categories
- Determine potential threats to compliance
- Use methods to support compliance
- Analyze the consequences of noncompliance
- Determine necessary approach and action to address compliance needs (e.g.,
- risk, legal)
- Measure the extent to which the project is in compliance

#### **Task 2 Evaluate and deliver project benefits and value**

- Investigate that benefits are identified
- Document agreement on ownership for ongoing benefit realization
- Verify measurement system is in place to track benefits
- Evaluate delivery options to demonstrate value
- Appraise stakeholders of value gain progress

#### **Task 3 Evaluate and address external business environment changes for impact on**

- scope

- Survey changes to external business environment (e.g., regulations, technology,
- geopolitical, market)
- Assess and prioritize impact on project scope/backlog based on changes in
- external business environment
- Recommend options for scope/backlog changes (e.g., schedule, cost changes)
- Continually review external business environment for impacts on project
- scope/backlog

#### **Task 4 Support organizational change**

- Assess organizational culture
- Evaluate impact of organizational change to project and determine required
- actions
- Evaluate impact of the project to the organization and determine required actions
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