لا يجوز نشر هذا الملف واى ملف خاص بموقع

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فلا تجعل بيننا خصومة يوم القيامة

Sayed Mohsen

PMP Preparation Course 2021

Project Management Professional

PMP

PM TRICKS

BY: SAYED MOHSEN

PMP, PMI-RMP, PMI-SP, PMI-ACP

PMP Certification
Eligibility Requirements

Educational Background	PM Experience	PM Education
High School Diploma Associate's Degree or Global Equivalent	• 60+ Months • 7,500+ Hours	35 Contact Hours

Educational Background	PM Experience	PM Education
Bachelor's Degree or Global Equivalent	•36+ Months • 4,500+ Hours	35 Contact Hours

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The Exam Consists Of 3 Basic Domains

Domains		% of Domain	# of Questions
Domain 01 :	People	42%	75
Domain 02 :	Process	50%	90
Domain 03 :	Business Environment	8%	15
Total number of scored questions		180	
Total number of unscored questions		0	
Total number of questions		180	
Allotted Examination Time		230 Minutes	
Exam Language		English - Arabic	

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The New PMP Exam 2021

- ❖ Multiple-choice
- ❖ Multiple responses
- ❖ Matching
- ❖ Fill-in-the-blank.

(1)

Q1) Which of the following is not a typical events of the Scrum Framework?

- ◯ Sprint Planning Meeting
- ◯ Sprint Retrospective Meeting
- ◯ Sprint Review Meeting
- ◯ Mid-Sprint Status Review Meeting

(3)

Q3) Which of the following main events are defined by Scrum Framework? (Choose three)

- ☐ Sprint Planning Meeting
- ☐ Sprint Retrospective Meeting
- ☐ Mid-Sprint Status Review Meeting
- ☐ Kanban Scrum Meeting
- ☐ Daily Scrum Meeting

(2)

Q2) Which of the following main events are defined by Scrum Framework? (Choose two)

- ☐ Sprint XP Meeting
- ☐ Sprint Retrospective Meeting
- ☐ Mid-Sprint Status Review Meeting
- ☐ Daily Scrum Meeting
- ☐ Kanban Scrum Meeting

(4)

Q4) Drag and drop the items from left to right.

Scrum Master	The customer requirements stored
Product Owner	Tracking project impediments in a Scrum project
Product Backlog	Self-organizing, organize and manage their own work
The Development team	Product Backlog, Sprint backlog, and increment
A typical artifact of the Scrum framework	Responsible for prioritizing the product backlog

The New PMP Exam 2021

PMP exam fee for members
$405

PMP exam fee for non-members
$555

PMI membership fee
$129/Year

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PMP Exam Content Outline (ECO)

Old PMP Exam Content Outline	
Domain Category	**Percent of Exam Questions**
Initiating	13%
Planning	24%
Executing	31%
Monitoring & Control	25%
Closing	7%
Total	100%

New PMP Exam Content Outline	
Domain Category	**Percent of Exam Questions**
People	42%
Process	50%
Business Environment	8%
Total	100%

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PM TRICKS

03 Domains

New Exam Content % 2021

- Process — 50%
- People — 42%
- Business — 8%
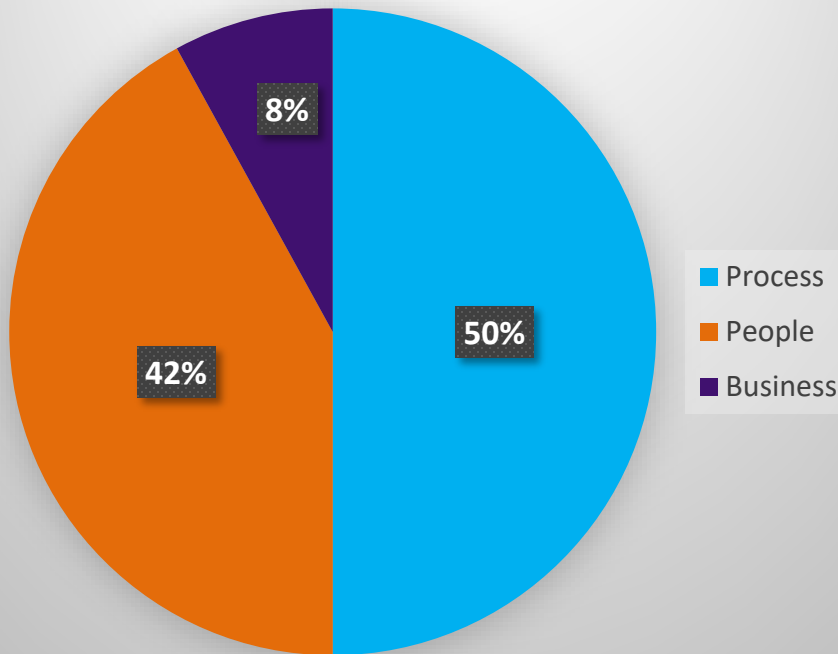
PEOPLE – emphasizing the skills and activities associated with effectively leading a project team.

PROCESS – reinforcing the technical aspects of managing a project.

BUSINESS ENVIRONMENT – highlighting the connection between projects and organization strategy.

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THE NEW PMP EXAM CONTENT WILL HAVE

More approaches to delivering outcomes. The exam will cover both Predictive (~50%) and Agile/Hybrid (~50%) approaches to Project Management.

PREDICTIVE APPROACH ~50%

- REQUIREMENTS
- DESIGN
- IMPLEMENTATION
- TESTING
- DEPLOYMENT
- MAINTENANCE
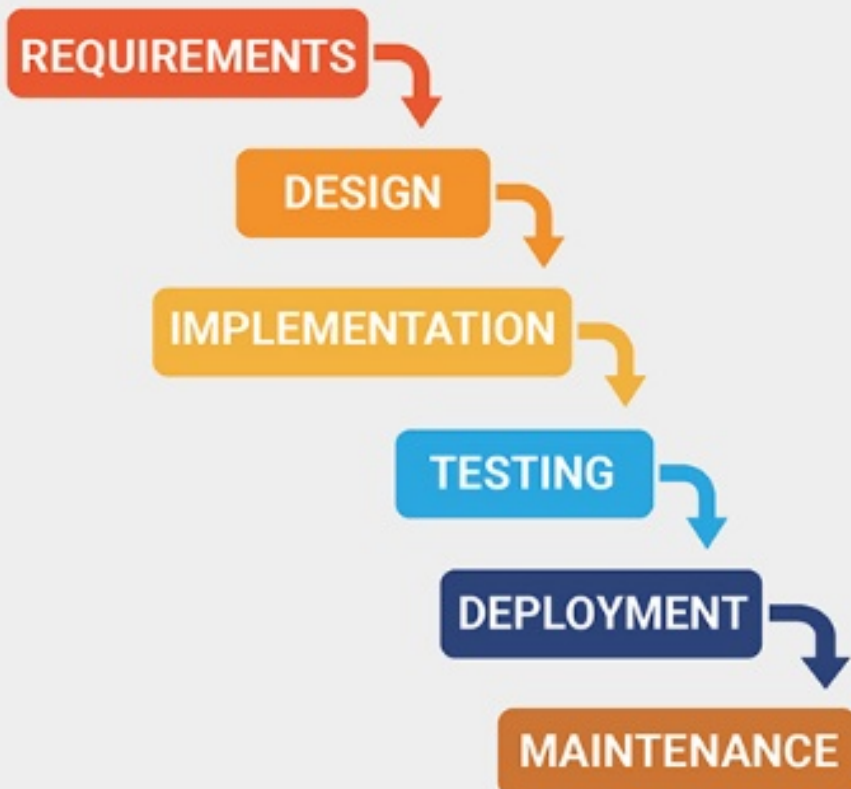
AGILE/HYBRID APPROACH ~50%

- REQUIREMENTS (1)
- PLAN (2)
- DESIGN (3)
- DEVELOP (4)
- RELEASE (5)
- TRACK AND MONITOR (6)

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Course Agenda

Introduction (Framework)

Agile Practice Guide

Exam Content Outline (3 Domains : 35 Tasks)

Revision

Practice Tests

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Lecture 1: Project Management Framework
Contents

1. What is the Project ?

2. What is Project Management?

3. Importance of Project Management

4. Project, Program, and Portfolio

5. PMBOK GUIDE Key Component

   5.1 The Project Life Cycle

   5.2 Project phase

   5.3 Phase gate

   5.4 Project Management Processes

   5.5 Project management process group

   5.6 Project Management Knowledge Area

6. Project Management data and Information

7. Tailoring

8. Project Management Business Document

9. Project influences

10. Organizational Structure

11. Project Management Office

12. The Role of The Project Manager

13. Questions

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Introduction

What is Project?

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Project : A temporary endeavor undertaken to create a unique product, service, or result.

المشروع هو مسعى مؤقت يُتخذ من أجل الوصول لمنتج أو خدمة أو نتيجة متفردة.

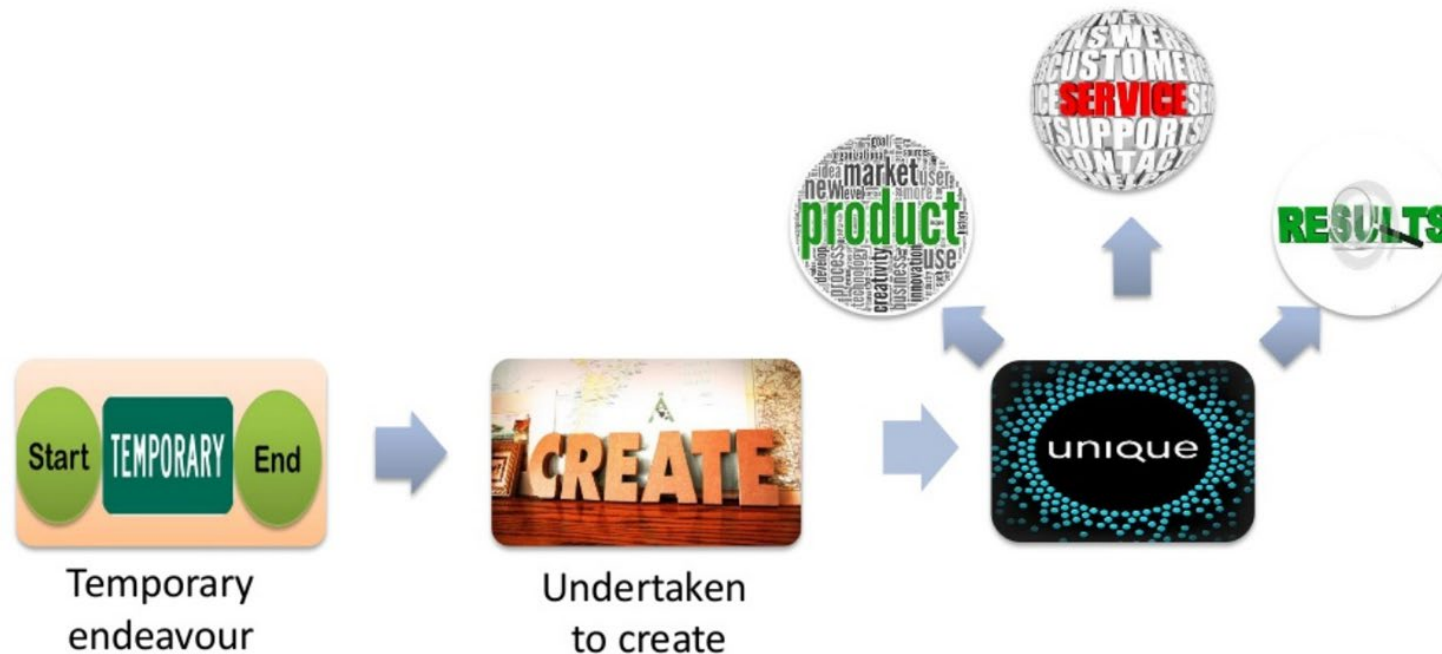| 1	**Temporary endeavor**	المشروع يكون له بداية ونهاية محددة
2	**Unique product, service, or result**	المنتج، أو الخدمة، أو النتيجة المتفردة
3	**Projects drive change**	المشاريع تقود إلى التغيير
4	**Projects Enable Business Value Creation**	المشاريع تمكن من إنشاء مردود الأعمال
5	**Project Initiation Context**	سياق بدء المشاريع

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PROJECT — A project is a temporary endeavour undertaken to create a unique product, service or result.

Temporary endeavour → Undertaken to create → unique → product / SERVICE / RESULTS

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Example's of Project

Developing a new product
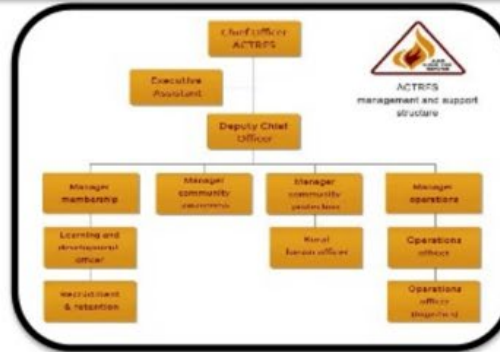
Organization restructuring (Change in Structure, process, Staffing)

Developing or acquiring new Information System (Software or Hardware)

Conducting a Research

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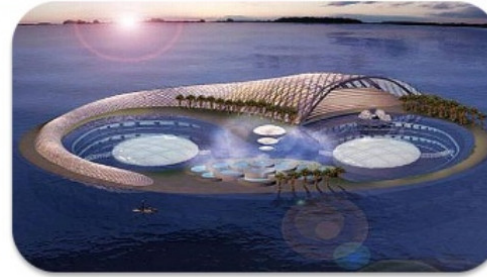
When Project will end?

The project end is reached when project objectives has been achieved. Project can be:

- Terminated – due to change in strategy or many not be feasible.
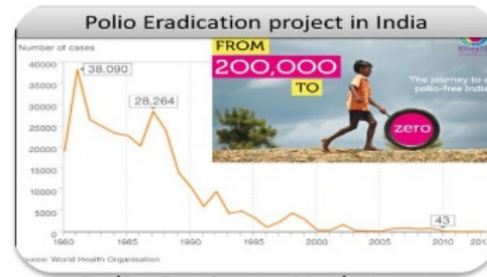- Stopped - When need for project no longer exists.

Constructed House – Objective achieved

Hydropolic Underwater Hotel- Terminated

Completed Bridge – Objective achieved

Polio Project –No longer exists

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Projects Drive Change

المشاريع تقود إلى التغيير

- Projects drive change in organizations

المشاريع تقود إلى التغيير في المؤسسات.

- A project is aimed at moving an organization from one state to another state in order to achieve a specific objective.

يستهدف المشروع نقل المؤسسة من وضع إلى وضع آخر من أجل تحقيق هدف محدد.

- The successful completion of a project results in the organization moving to the future state and achieving the specific objective.

الاكتمال الناجح للمشروع ينتج عنه انتقال المؤسسة إلى الوضع المستقبلي وتحقيق الهدف المحدد

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❖ **Projects drive change**

يستهدف المشروع نقل المؤسسة من وضع إلى وضع آخر من أجل تحقيق هدف محدد.
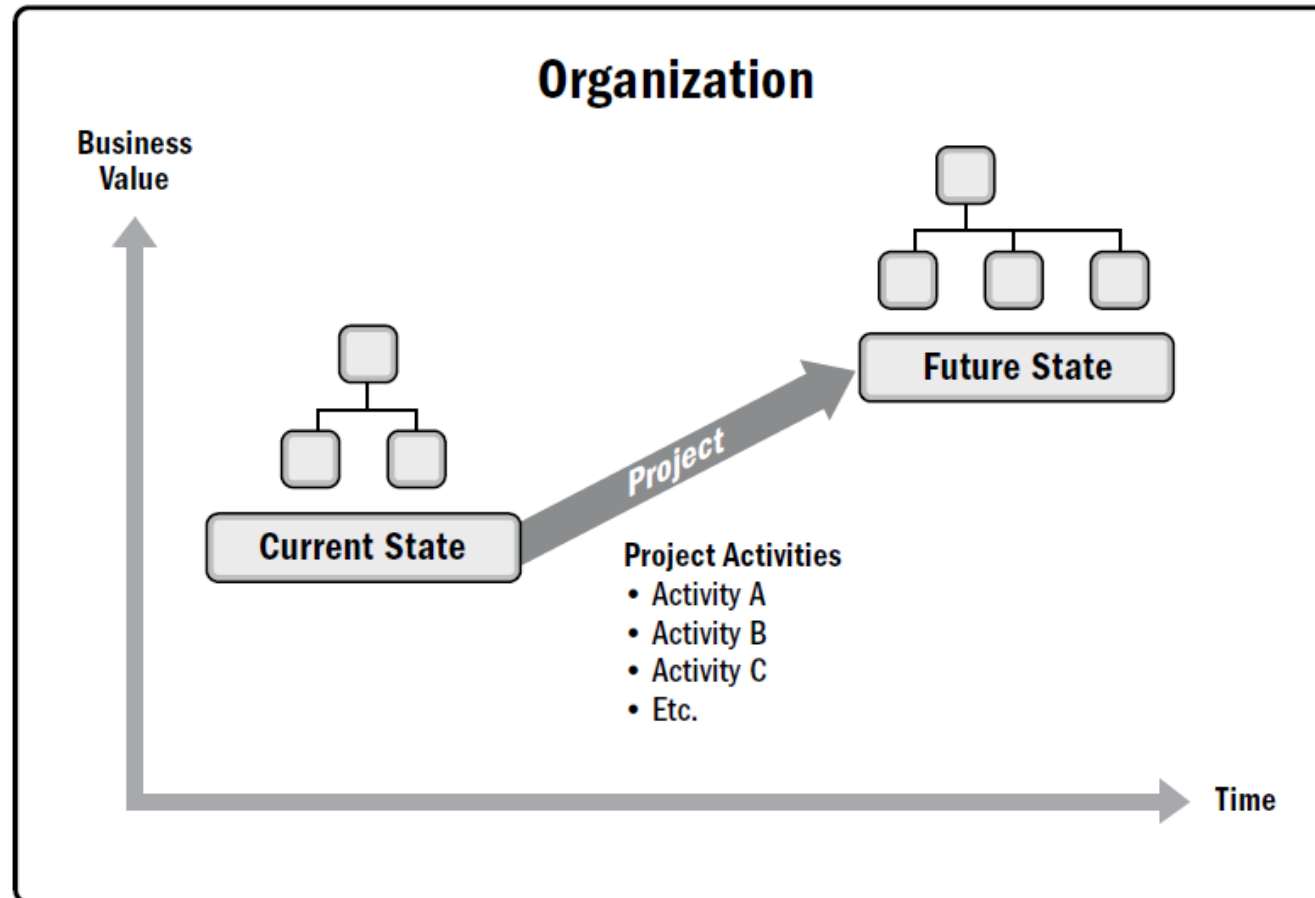
Projects Enable Business Value Creation

المشاريع تمكن من إنشاء مردود الأعمال

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

العناصر المادية

العناصر المعنوية

Examples of tangible elements include

- Monetary assets   الأصول النقدية
- Utility   المرافق
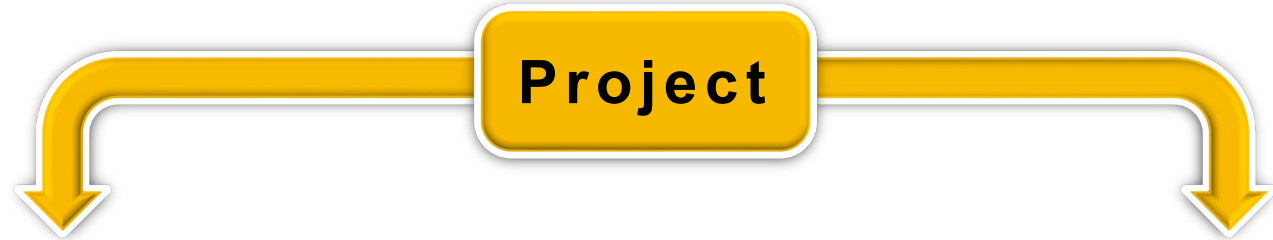- Tools   الأدوات
- Market share   الحصة السوقية

Examples of intangible elements include

- Goodwill   القيمة السوقية
- Brand recognition   الاعتراف بالعلامة التجارية
- Public benefit   المنفعة العامة
- Strategic alignment   التوافق الاستراتيجي
- Reputation   السمعة

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Project Initiation Context

سياق بدء المشاريع

Project

Satisfy stakeholder requests or needs	Create, Improve or fix products, processes or services	Implement or change business or technological strategies	Meet Regulatory, local or social requirements
إرضاء طلبات أو احتياجات المعنيين	إعداد أو تحسين أو إصلاح المنتجات أو العمليات أو الخدمات.	تنفيذ أو تغيير الأعمال أو الاستراتيجيات التكنولوجية	تلبية المتطلبات التنظيمية أو القانونية أو الاجتماعية
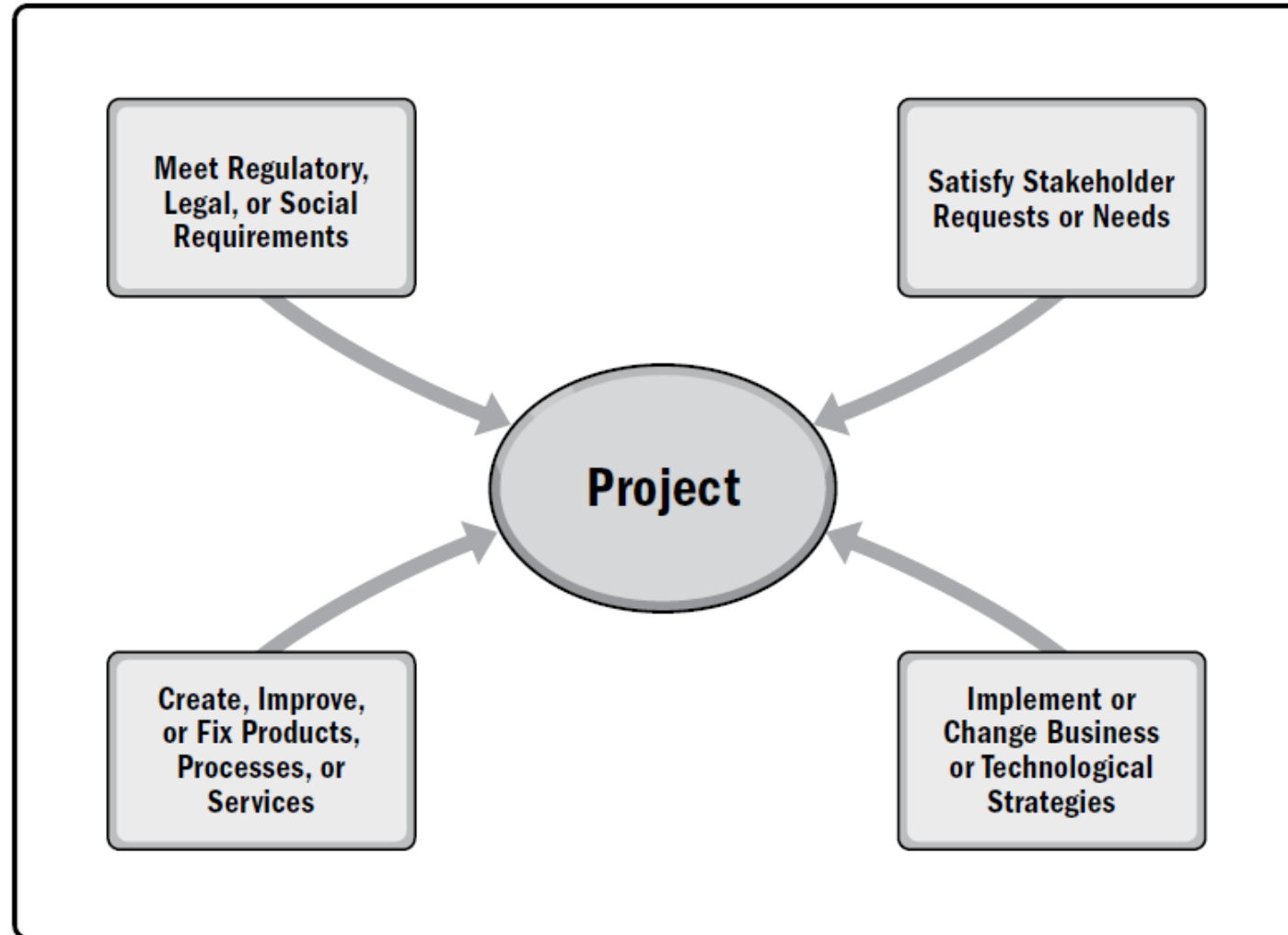
Figure 1-2. Project Initiation Context

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1. What is the Project ?

Project's are Authorized because of

Market demand:

Automobile company building fuel efficient CAR

Strategic & business need:

Company started project to build own research facility to build futuristic technologies.

Social need:

Private company building charity hospital for controlling diseases.

A new hospital for our kids Opening late 2015

Environmental consideration:

Government authorized new project to clear rivers & river banks.

Customer request:

Customer requested to automate their financial processes.

Technological Advancement:

Mobile company launched new project to build smaller & more powerful mobiles.

Legal requirements:

Project authorised by Taxi company to upgrade security framework as per new government policies.

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<div dir="rtl">

ما هي إدارة المشروع؟
</div>

The application of knowledge, skills, tools and technique to project activities to meet project requirements.

<div dir="rtl">

هي تطبيق للمعارف والمهارات والادوات والاساليب لتحقيق اهداف ومتطلبات المشروع
</div>

knowledge + **skills** + **tools** + **technique** = **Project Requirements**

The Importance of Project Management

Effective project management helps individuals, groups, and public and private organizations to: : تساعد الإدارة الفعالة للمشاريع الأفراد والمجموعات والمؤسسات العامة والخاصة على ما يلى

Meet business objectives — تحقيق أهداف الاعمال

Satisfy stakeholder expectations — إرضاء توقعات المعنيين

Be more predictable — تكون أكثر قابلية للتوقع

Increase chances of success — زيادة فرص النجاح

Deliver the right products at the right time — تسليم المنتجات الصحيحة في الوقت المناسب

Resolve problems and issues — حل المشكلات والإشكالات

Respond to risks in a timely manner — الاستجابة للمخاطر في الوقت المناسب

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The Importance of Project Management

Poorly managed projects or the absence of project management may result in:

أما الإدارة السيئة للمشاريع أو غياب إدارة المشاريع قد يؤدي إلى ما يلي:

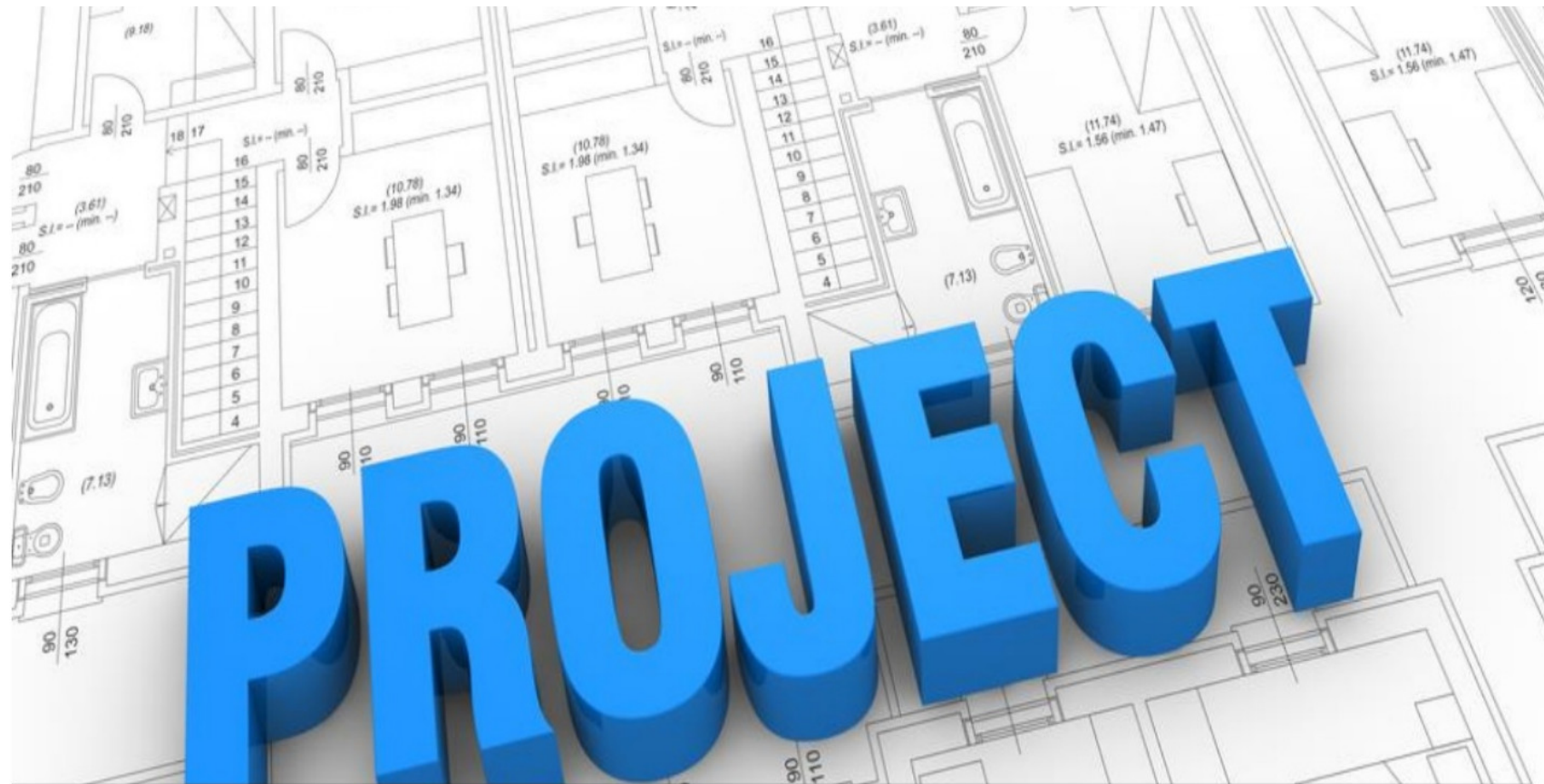| English	Arabic
Missed deadlines	تجاوز مواعيد التسليم
Cost overruns	تجاوز التكاليف
Poor quality	جودة سيئة
Rework	اعادة تنفيذ العمل
Unsatisfied stakeholders	عدم رضاء المعنيين
Loss of reputation for the organization	خسارة سمعة المؤسسة او الشركة

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PROJECT

Relationships among Portfolio, Program & Project

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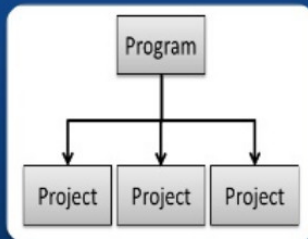
What is Program?

A group of related projects, subprograms and program activities managed in a coordinated way.

Obtain benefits & control which is not obtainable from managing them individually.

Program → Project Project Project

Projects

Program activities

Sub Program

Group of related

Managed in coordinated way

To Obtain

Benefits   Controls

Not obtainable by managing projects individually.

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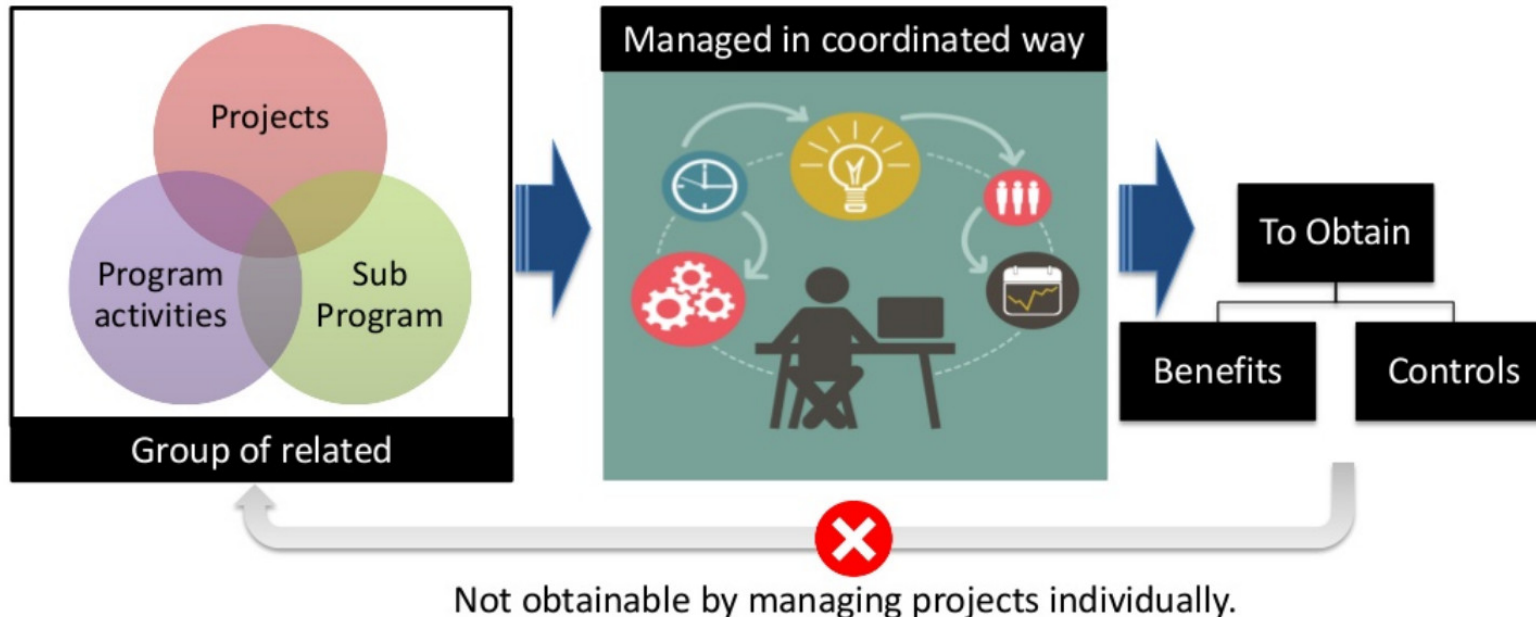
What is Program?

How Program is organized?
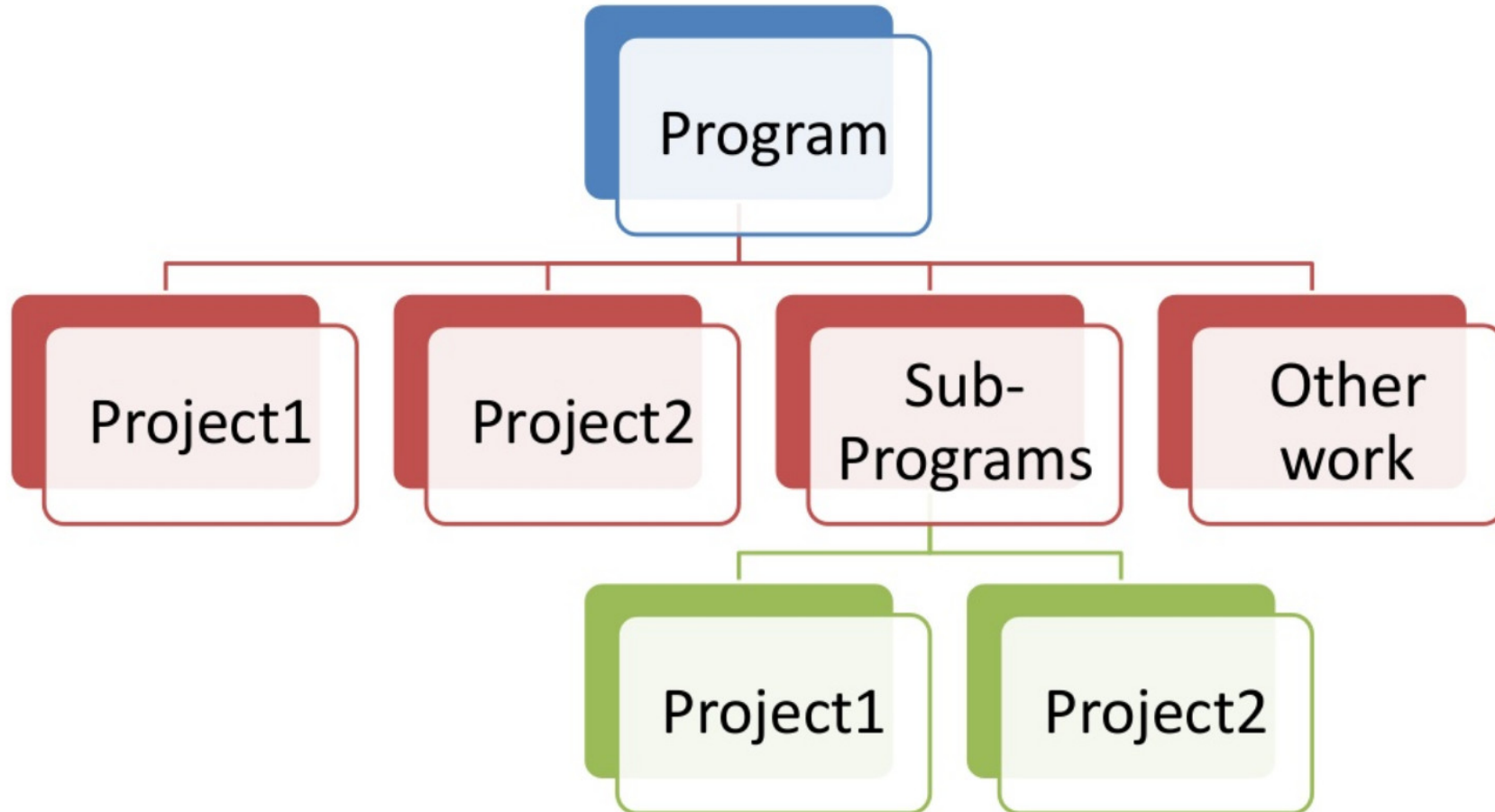
Program Example

Example: Setting up Metro.

Building Metro Stations

Acquisition of Metro

Development of Maintenance facility

Elevated route construction

Metro tracks & signaling
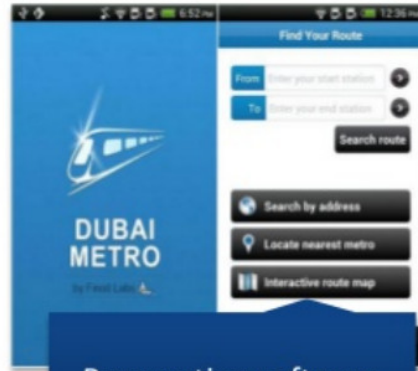
Reservation software
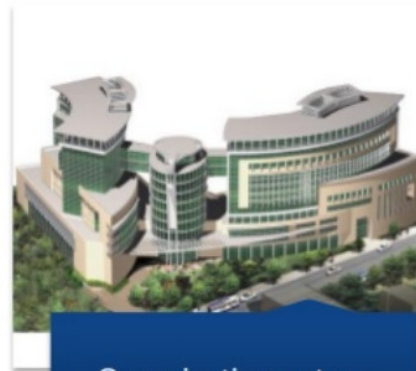
Organization setup.
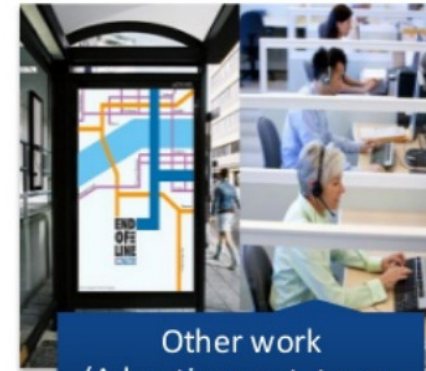
Other work (Advertisement, temp. service centre)

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Program Example

Example: Metro Program

Metro Program

- Metro Stations Subprogram
  - Station1 Project
  - Station 2 Project
- Project: Acquisition of Metro
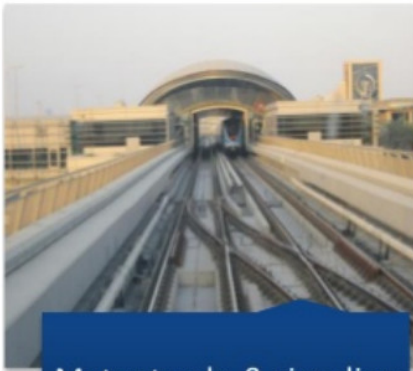- Project: Maintenance facility
- Elevated route construction Subprogram
  - Bridge1 Project
  - Bridg2 Project
  - Route Construction
- Project: Metro tracks & signaling
- Project: Reservation software
- Project: Organization setup.
- Other Work (Advertisement, Service Centre)

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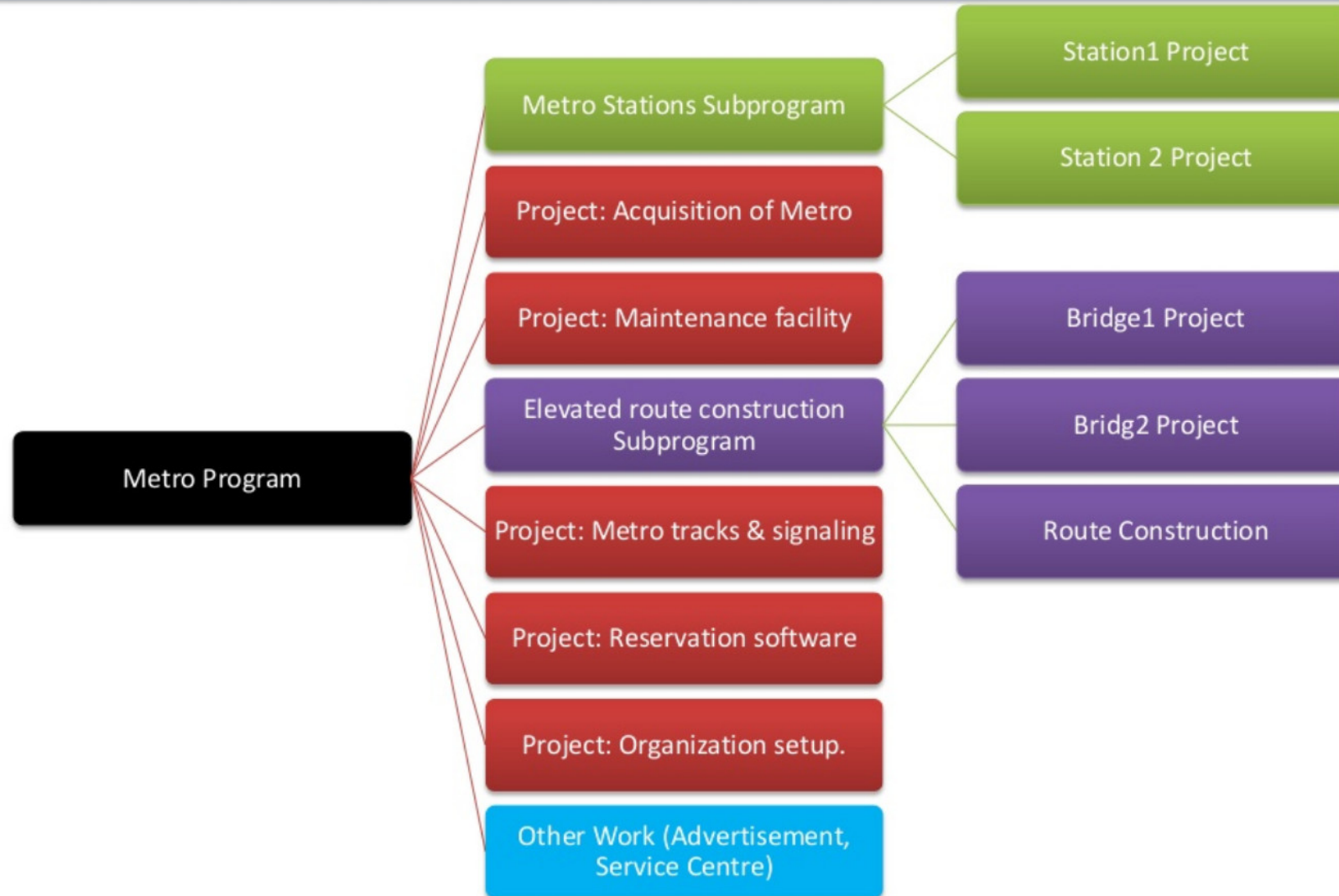
What is Portfolio?
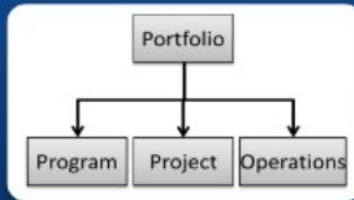
Collection of Projects, programs, sub portfolios and operations managed as a group to achieve strategic objective.
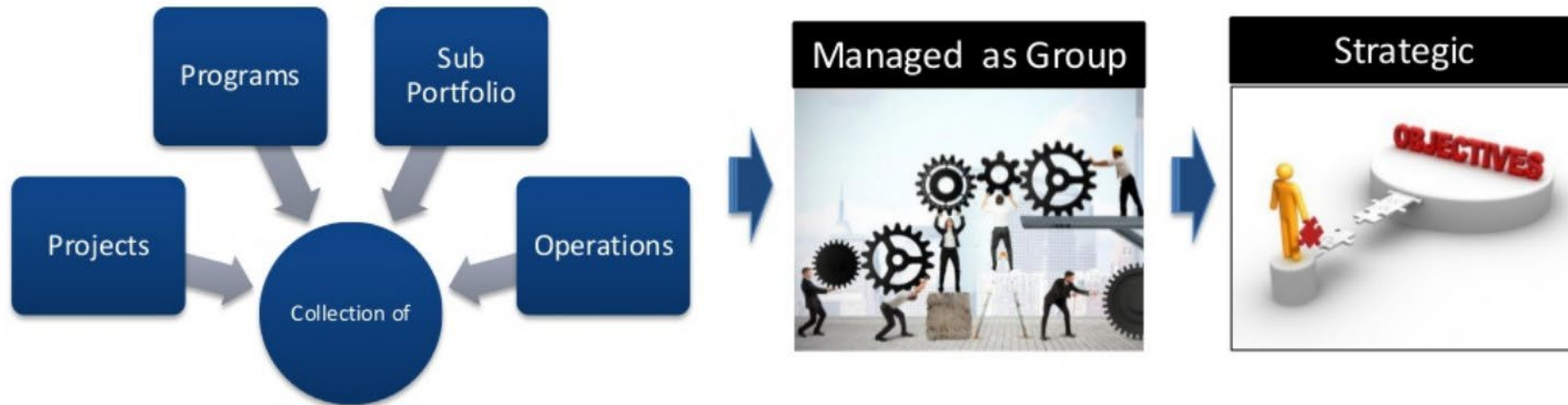
Portfolio Example

How Portfolio is organized?

Portfolio Example

Example: Think of big construction company

Luxury housing

Low cost housing

Villas

Towers

Roads

Bridges

Railway routes

Cricket stadium

Portfolio Example

Example: Construction Company Portfolio

- Construction Company Portfolio
  - Operations (Contracting, Finance, Legal)
  - Housing Sub-Portfolio
    - Luxury Housing Program1 (Greens)
    - Luxury Housing Program 2 (Garden's)
    - International city Program 3
      - Sub Program 1 (Italy Cluster)
        - Project1: Building No1
        - Project2: Building No2
      - Sub Program 2 (England Cluster)
  - Transport Sub-Portfolio
    - Road1 Program
    - Rail road1 Program
  - Cricket Stadium Program
    - Project: Stadium construction
    - Project: Sports facility setup
  - Project: Finance system implementation

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Project, Program & Portfolio summary

Project:

- Individual projects that can be in depended or part of the Program.
- They are still considered as part of the Portfolio.

Program:
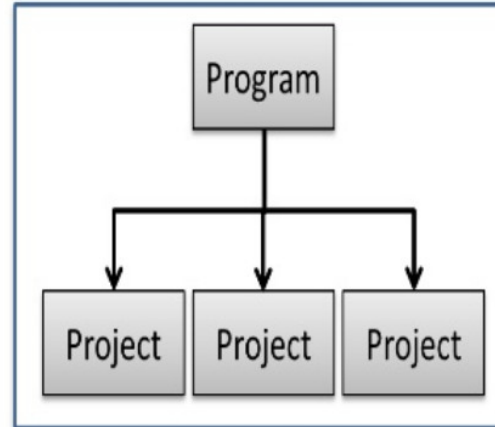
- A group of related projects, subprograms and program activities managed in a coordinated way.
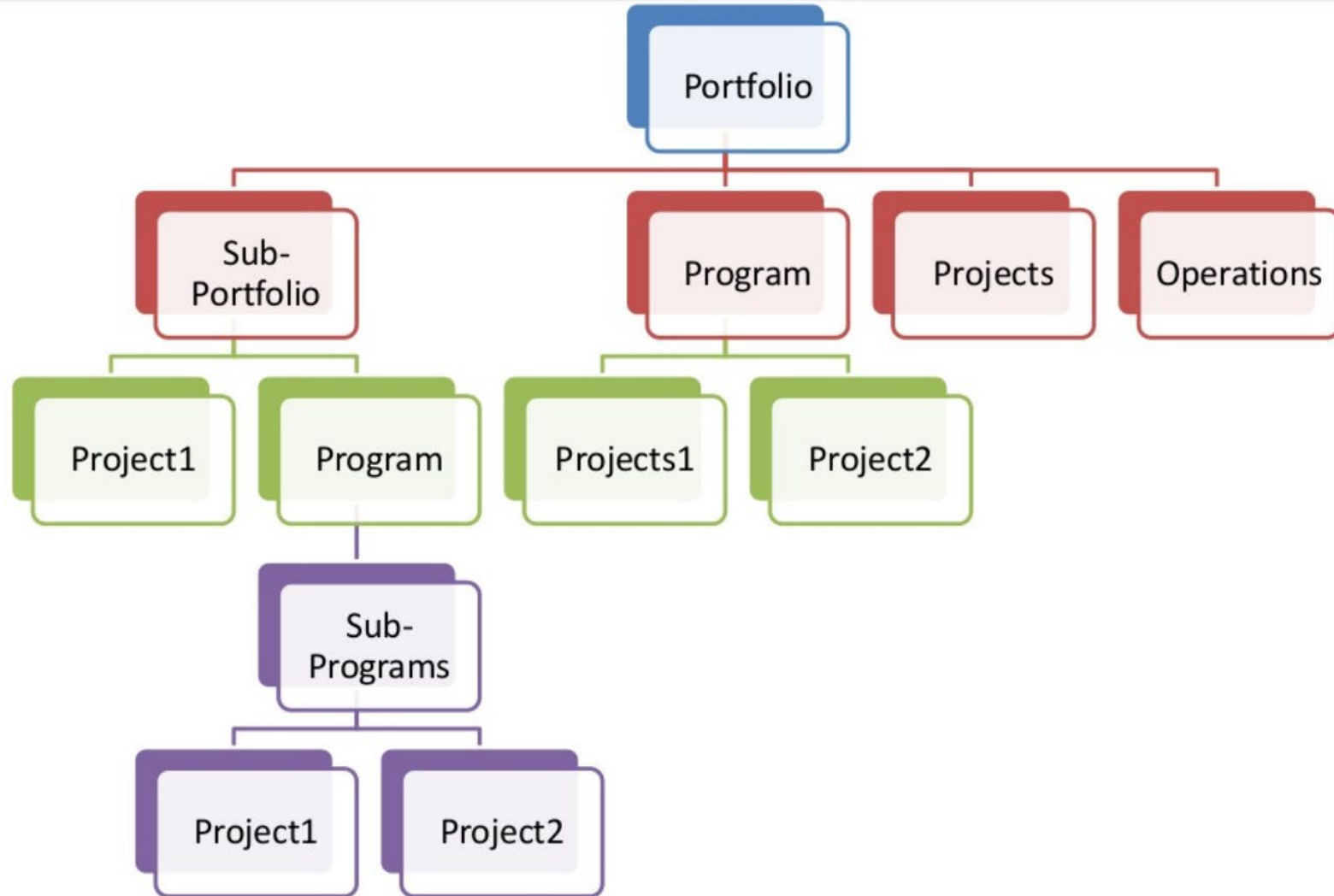- Obtain **benefits and control** not obtainable from managing them individually.

Portfolio:
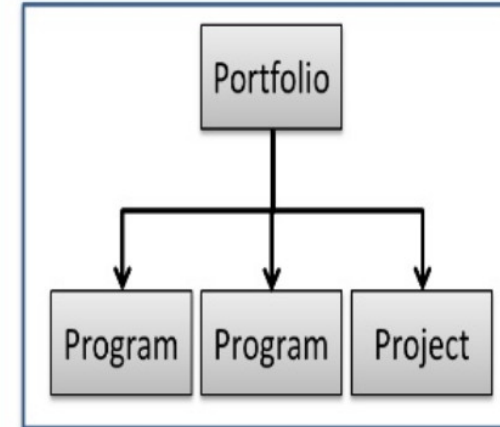
- It is a collection of Projects, programs, sub portfolios and operations managed as a group to achieve **strategic objectives**.
- Not necessarily directly related.

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What is Operations?

Operations

On-going endeavours that produce repetitive outputs, with resources assigned to perform same set of tasks according to standards institutionalized in a product life cycle.

- Produce repetitive outputs
- assigned resources
- Perform same set of tasks

On-going Endeavours

According to standards of

PLC — Product Life Cycle (Introduction, Growth, Maturity, Decline)

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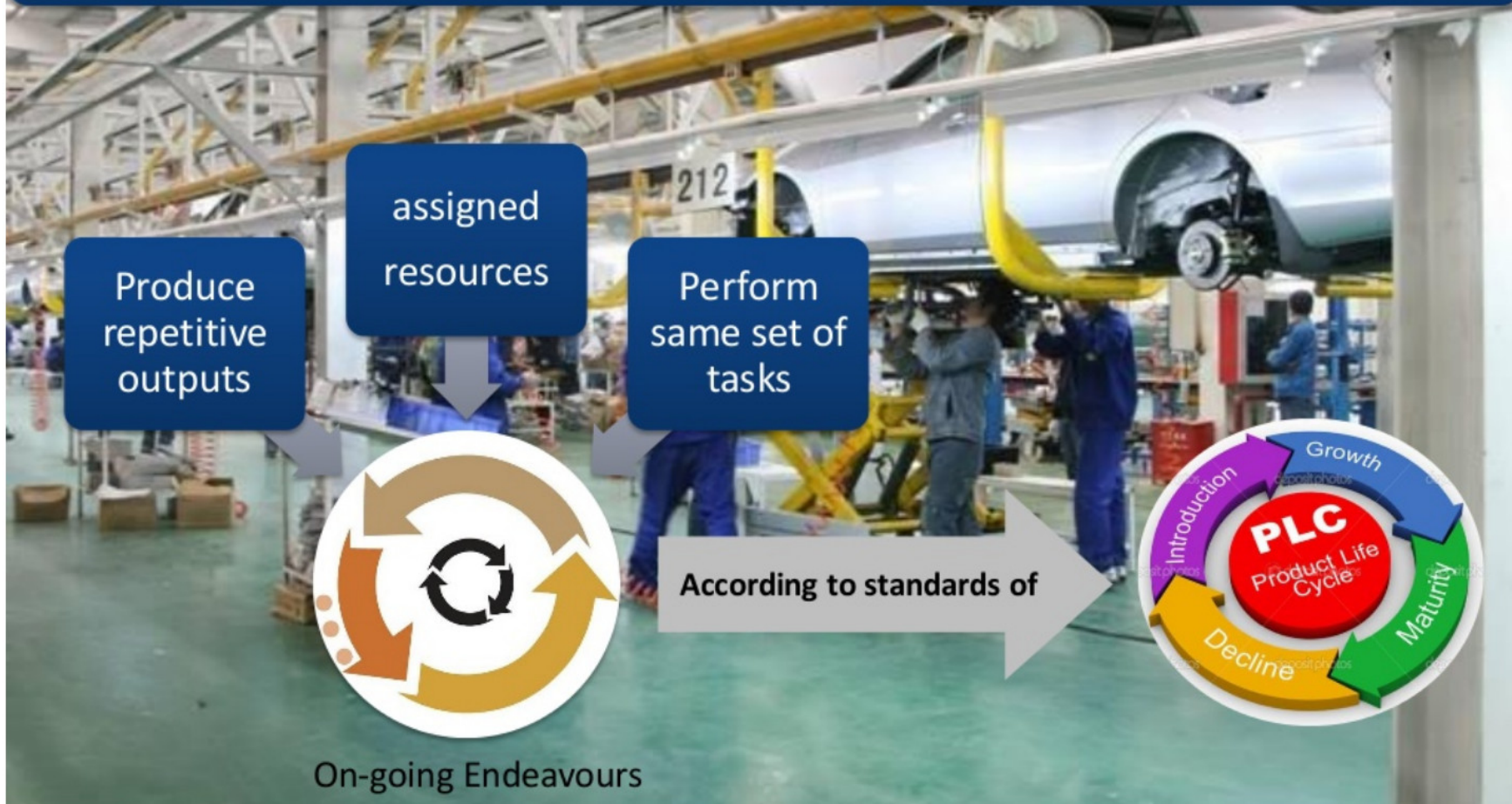
Project or Operation?

Call Center

Moon Mission

Bridge Construction

Filling Gas@Petrol Pump

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Project or Operation?

Bank Reception

Bank Software

Upgrading to new OS

CAR Manufacturing

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Project

Operations

Projects and Operations

- Both involve employees
- Both typically have limited resources: people, money, or both
- Both are designed, executed, and managed

Projects and Operations

Projects are temporary
- Developing new products or services
- Moving, Adding, Changing, or Deleting
- Implementing new service or solution

Operations are ongoing
- Repetitive actions
- Maintenance
- Core business functions

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4. Project, Program, Portfolio

Relationship of Project, Program, Portfolio, and Operations Management

- **Project :** A temporary endeavor undertaken to create a unique product, service, or result.

- **Program :** Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

  مجموعة من المشاريع المرتبطة ببعضها يتم ادارتها بطريقة متناسقة للحصول على فائدة من ذلك.

- **Portfolio :** is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.

  مجموعة من المشاريع او البرامج والمحافظ الفرعية والعمليات التي تدار كمجموعة لتحقيق الأهداف الاستراتيجية .

- **Operational Work :** ongoing production of goods and/or services like manufacturing, production, plant work, and assembly lines.

  الأعمال المستمرة مثل الانتاج و التصنيع و خطوط التجميع, و تكون مستمرة (بعكس المشاريع)

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4. Project, Program, Portfolio

Relationship of Project, Program, Portfolio, and Operations Management

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Table 1-3. Description of *PMBOK® Guide* Key Components

PMBOK® Guide Key Component	Brief Description
Project life cycle (Section 1.2.4.1)	The series of phases that a project passes through from its start to its completion.
Project phase (Section 1.2.4.2)	A collection of logically related project activities that culminates in the completion of one or more deliverables.
Phase gate (Section 1.2.4.3)	A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project.
Project management processes (Section 1.2.4.4)	A systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs.
Project Management Process Group (Section 1.2.4.5)	A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Project Management Process Groups are not project phases.
Project Management Knowledge Area (Section 1.2.4.6)	An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

5.1 The Project Life Cycle

- **The Project Life Cycle**

The Project Life Cycles

Construction
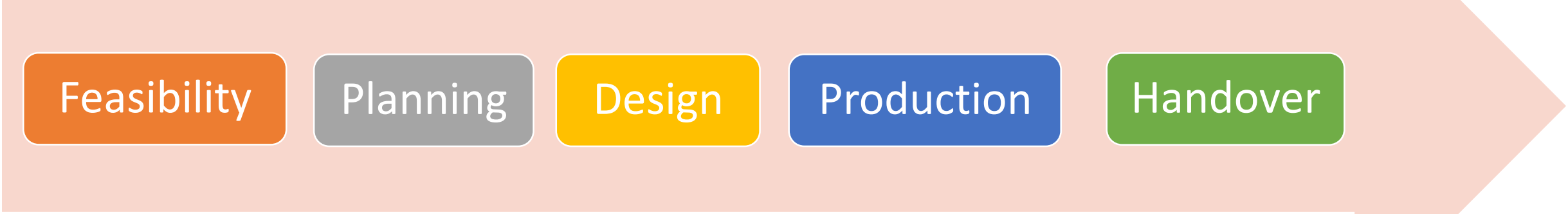
| Feasibility | Planning | Design | Production | Handover |

IT Project

| Requirement | Design | Program | Test | Implement | Handover |

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5.1 Project and development Life Cycle

دورة الحياة الرشيقة
Adaptive life cycles

دورة الحياة التنبؤية
Predictive life cycle

AGILE

WATERFALL

VS
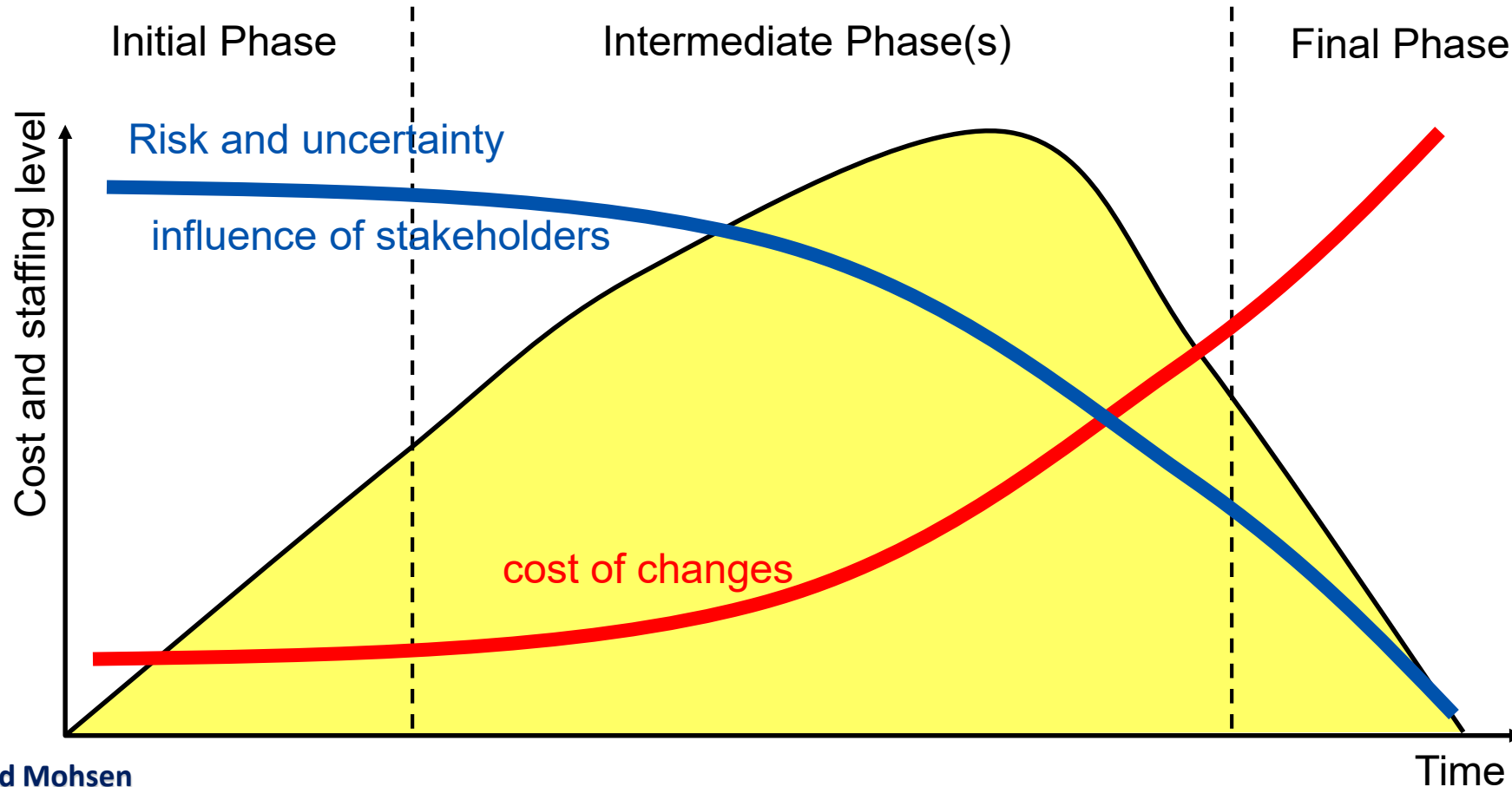
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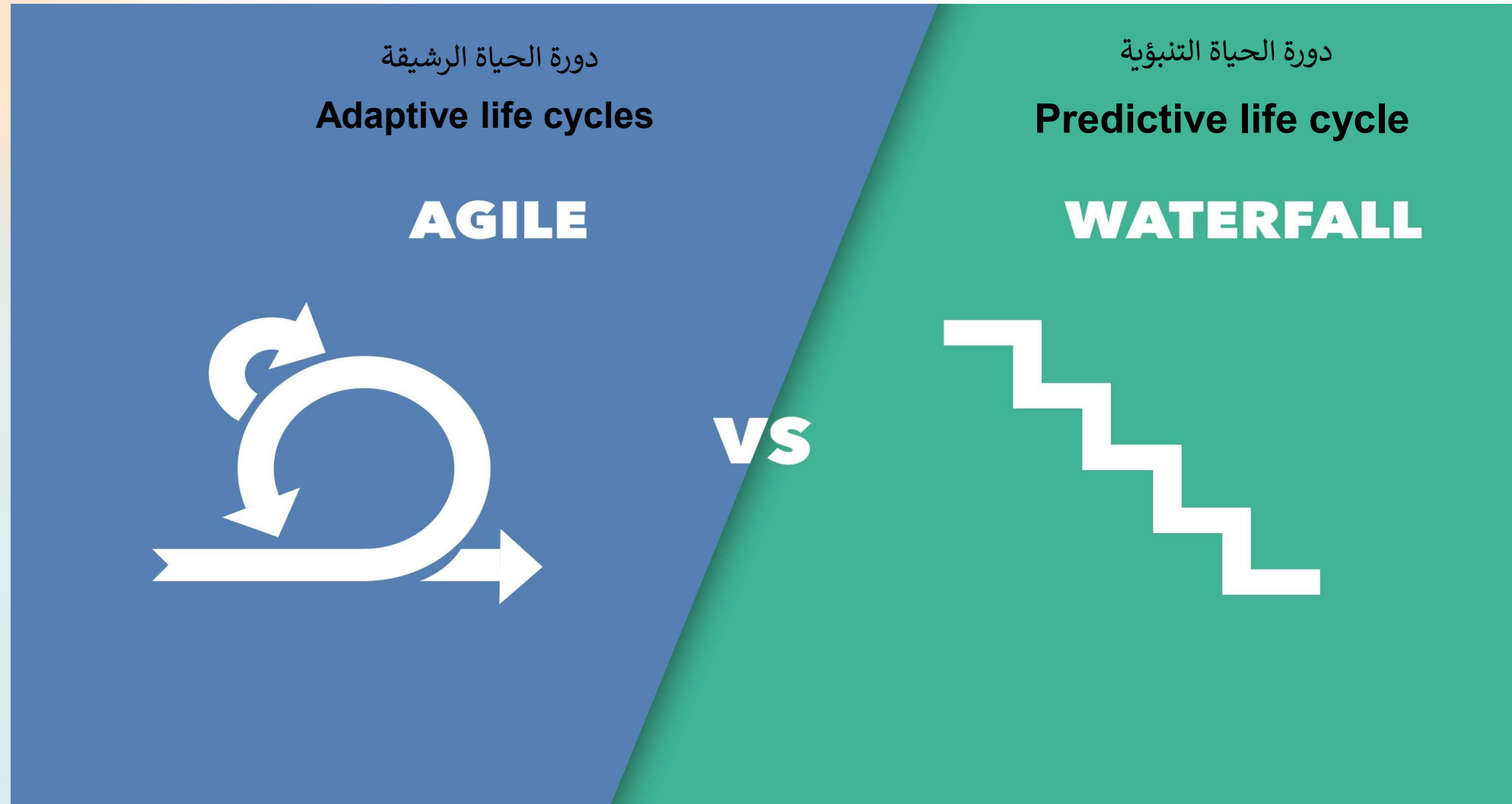
5.1 Project and development Life Cycle

1- Predictive life cycle   دورة الحياة التنبؤية

- The project <u>scope</u>, <u>time</u>, and <u>cost</u> are determined in the early phases of the life cycle.

- Any changes to the scope are carefully managed.

  أي تغييرات تطرأ على النطاق تدار بعناية

- May also be referred to as waterfall life cycles.

  كما يمكن الإشارة بأنها دورات الحياة القائمة على النموذج الشلالي.

- These project proceed through a series of sequential or overlapping phases
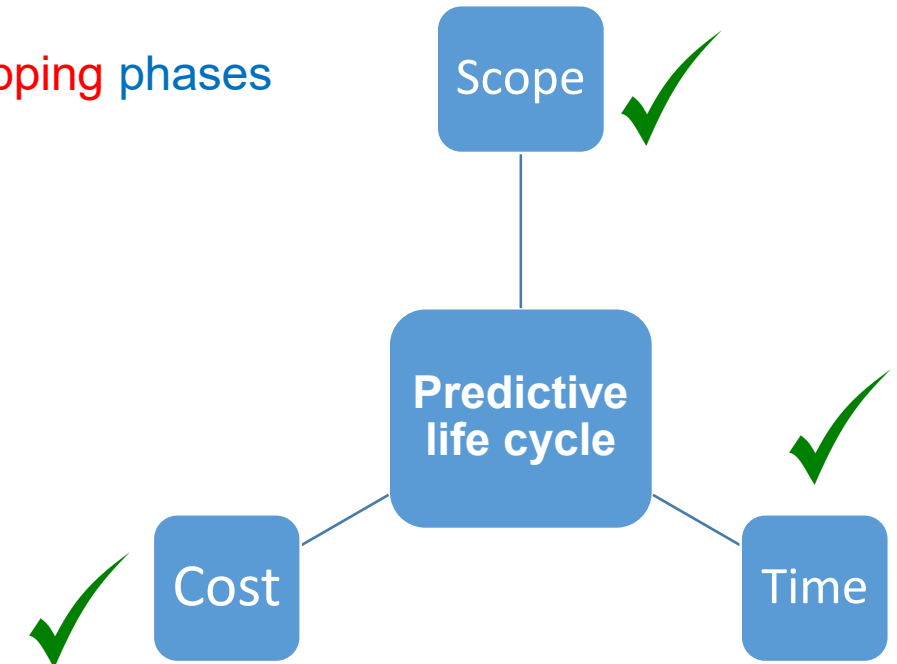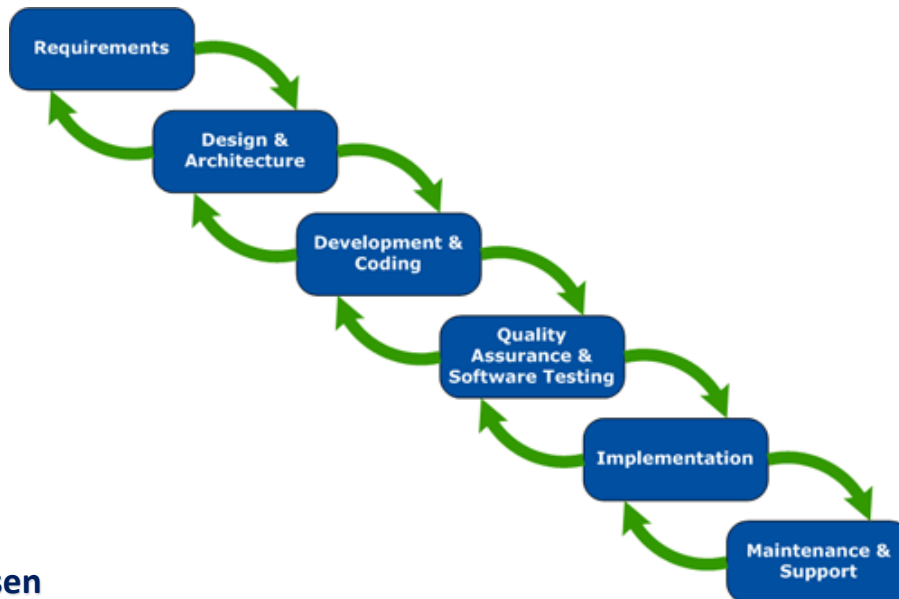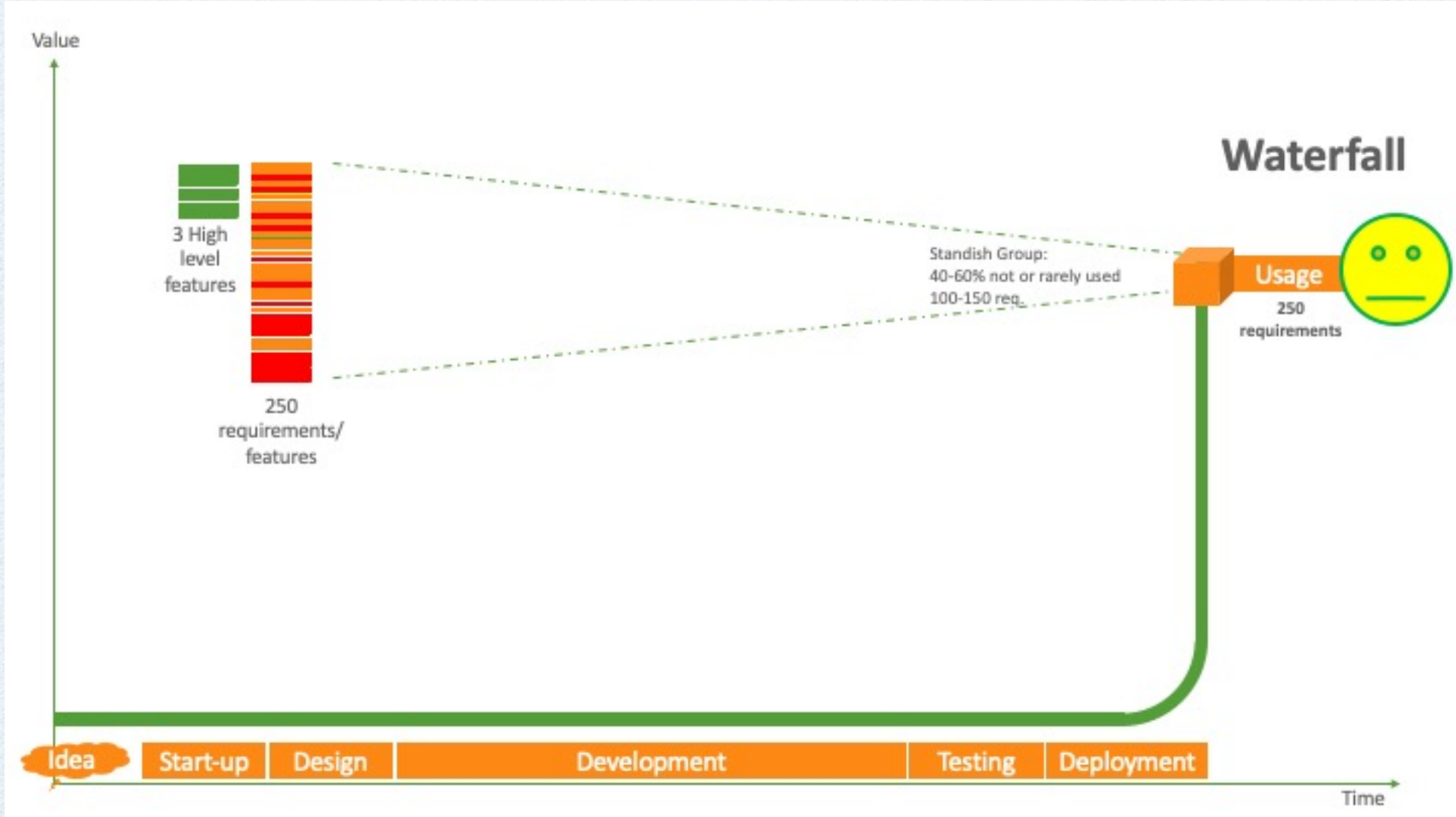
Requirements

Design & Architecture

Development & Coding

Quality Assurance & Software Testing

Implementation

Maintenance & Support

Scope

Predictive life cycle

Cost

Time

1- Predictive (Waterfall)

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2- Adaptive life cycles (agile)

دورات الحياة المتكيفة الرشيقة

- The detailed scope is defined and approved before the start of an iteration.

يحدد النطاق التفصيلي ويعتمد قبل بداية التكرار

- Adaptive life cycles are also referred to as agile or change-driven life cycles. See Appendix X3.
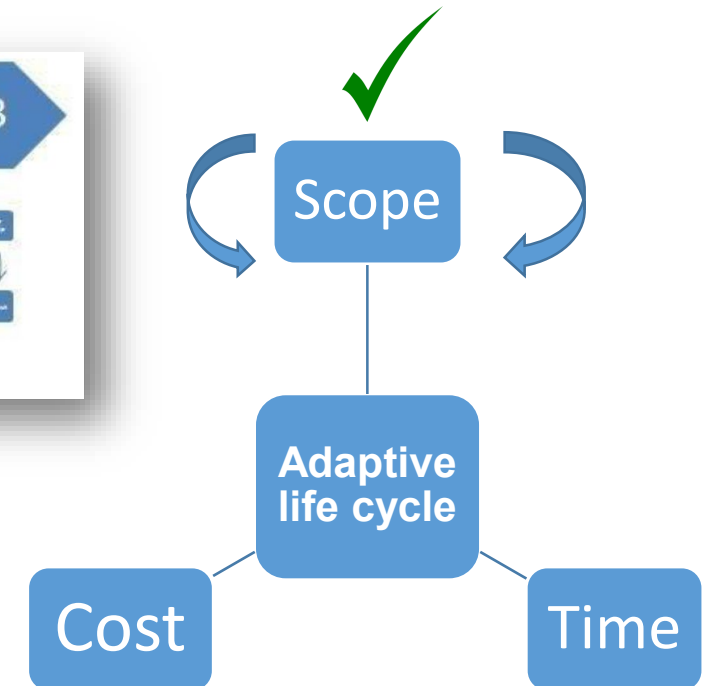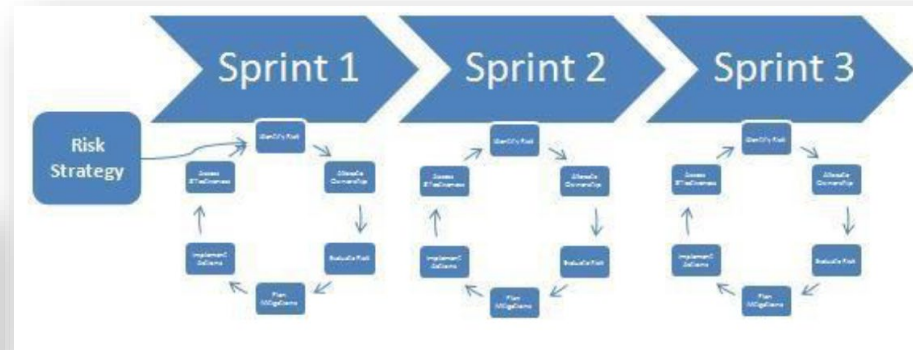
ما هو الاجايل ؟

الأجايل هي منهجية (طريقة) لإدارة المشاريع البرمجية والغير برمجية تركز على بناء المنتج على عدة مراحل وبفترات زمنية قصيرة، وتوّلد كل مرحلة منتجاً متميزاً عن سابقه بخصائص إضافية. ويعتبرهذا المنتج (المرحلي) منتجاً حقيقياً يستطيع الزبون (العميل) التفاعل معه، والغاية من ذلك تقريب المنتج للزبون(العميل)لقياس رضاه بمراحل تطور منتجه، ويتم تطبيق الأجايل بطرق عدة منها الاسكرم وكانبان.

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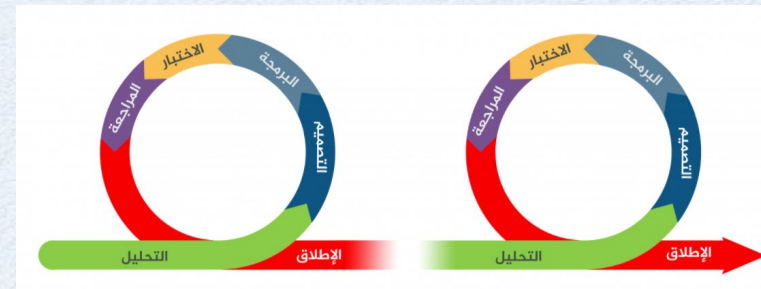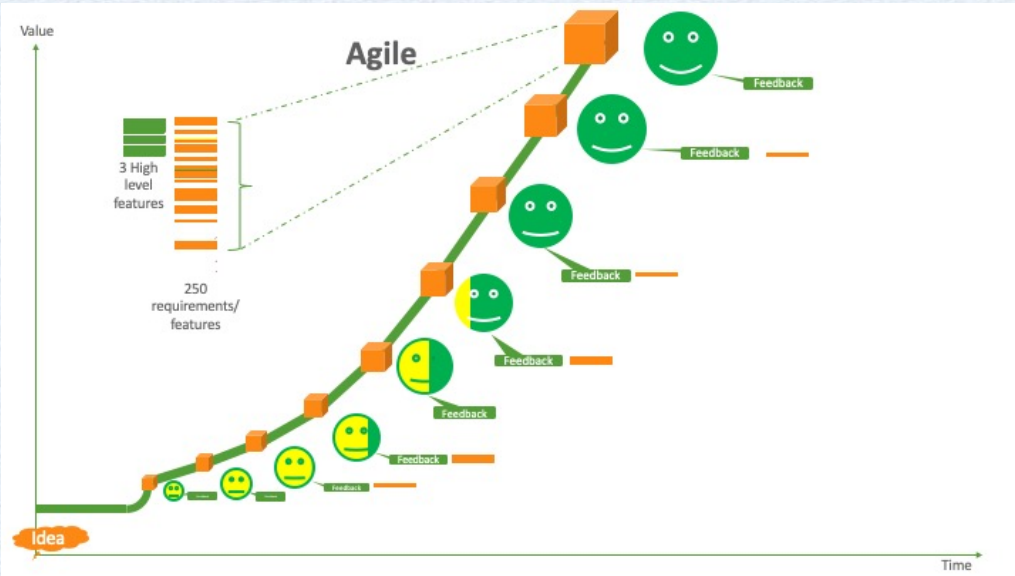
ما هو الاجايل ؟

لم تستطع الطرق التقليدية من مواكبة تطور البرمجيات وتغيرات الحياة السريعة ومواكبة تطوير وتغيير متطلبات المشاريع، فالاعتماد على الطرق التقليدية، فإن المشروع يحتاج إلى وقت طويل لإنجازه، وهذا يتطلب بالضرورة إلى تكلفة كبيرة، وتكون تكلفة إعادة التصميم والتطوير والتغيير(لتلائم تغير المتطلبات) كبيرة جداً.

طريقة Agileمختلفة تماماً عن الطرق التقليدية، فهي تركز على خصائص معينة، يتم **تنفيذها بوقت قصير وعرضها على الزبون** (العميل)، هنا يستطيع الزبون (العميل) أن يرى أكثر **كيف تم تطبيق فكرته**، ونستطيع نحن أن نرى **ردة فعله عند رؤية المنتج**، إن كان هناك تعديلات أو تغييرات فيمكن بسهولة وبسرعة أن نقوم بها، ومن ثم يتم الانتقال إلى خاصية تالية حتى يتم بناء المشروع بشكل كامل.

بشكل عام الزبون (العميل) لايستطيع التعبير عن فكرته ومايريده بالضبط من البداية، يكون لديه فكرة، وشرح عن فكرته وكيف يتخيل البرمجية، ولكن يبقى كيفية تطبيقها والخصائص التي يريدها ضبابية حتى يرى منتج بأم عينيه، ليستطيع التقييم هل هذا مايريد أم لا

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ما هو الاجايل ؟

إذاً، الـ Agile تعتمد على **تقديم منتجات أولية حقيقية خلال فترات زمنية متتالية للزبون (العميل)**، والتي يستطيع الزبون (العميل) تجربتها وتقييمها وإعطاء الملاحظات أو الأخطاء الموجودة، وبالتالي من السهل تجاوز هذه الأخطاء أو الملاحظات كونك في مرحلة مبكرة من العمل، وتستطيع التقدم إلى الخطوة التالية بثبات أكبر وإنجاز النسخة التالية بإضافة بعض الميزات والخصائص إلى أن ينتهي المشروع.

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Waterfall
دورة الحياة التنبؤية   النهج التقليدى

(Predictive life cycle)

Requirements → Design → Development → Testing → Deployment

Big outcome at end
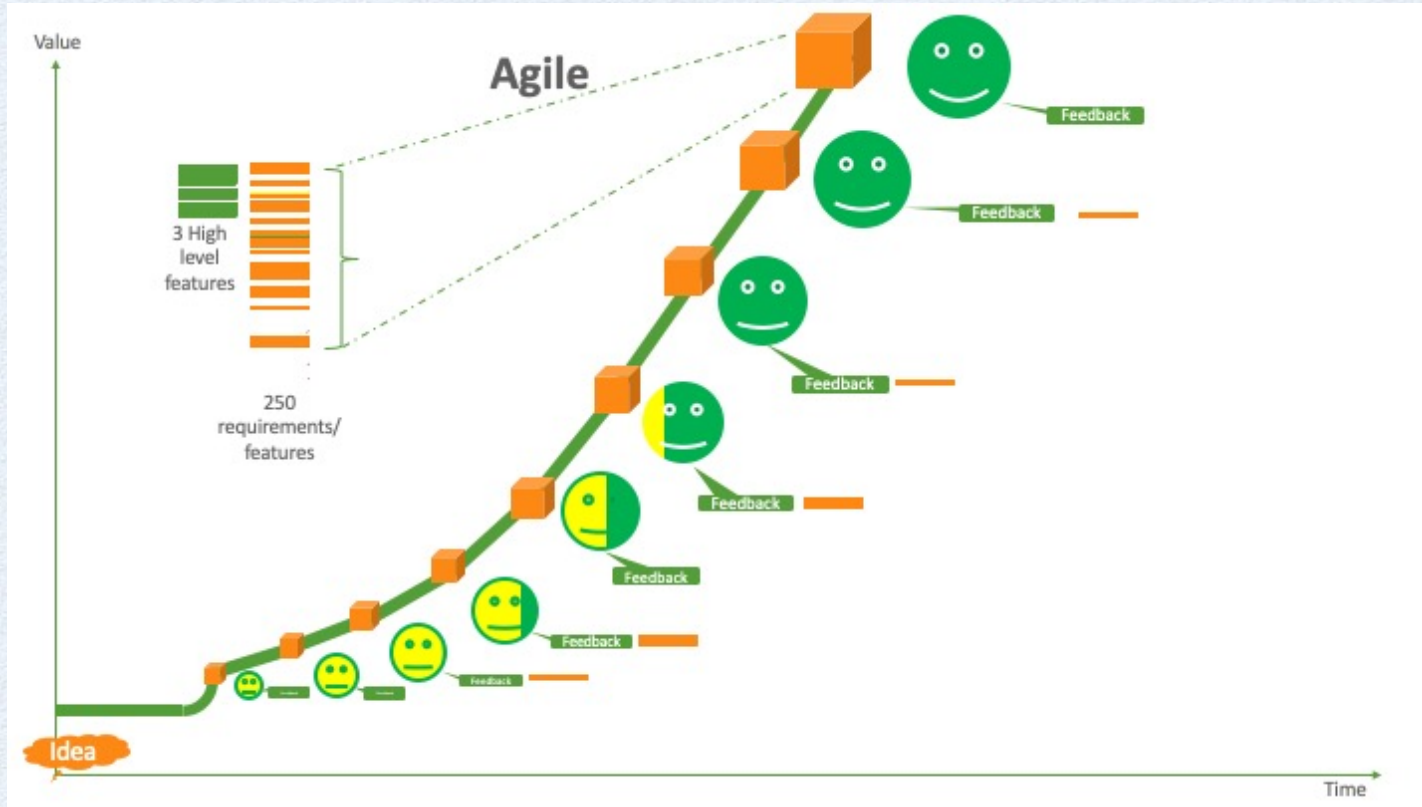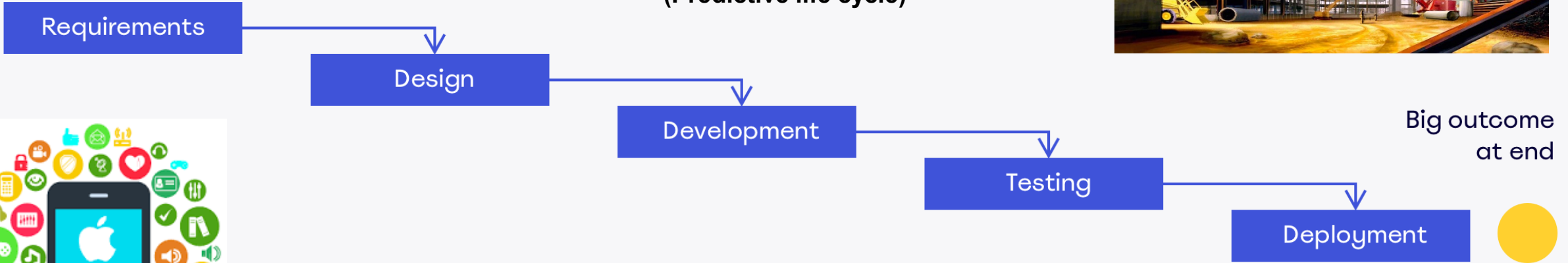
Agile
دورة الحياة المرنه او الرشيقة   النهج الحديث

(Adaptive life cycle)

Test — Develop
Req's → Design → Deploy

Cumulative outcome

Test — Develop
Req's → Design → Deploy

Cumulative outcome

Test — Develop
Req's → Design → Deploy

Cumulative outcome

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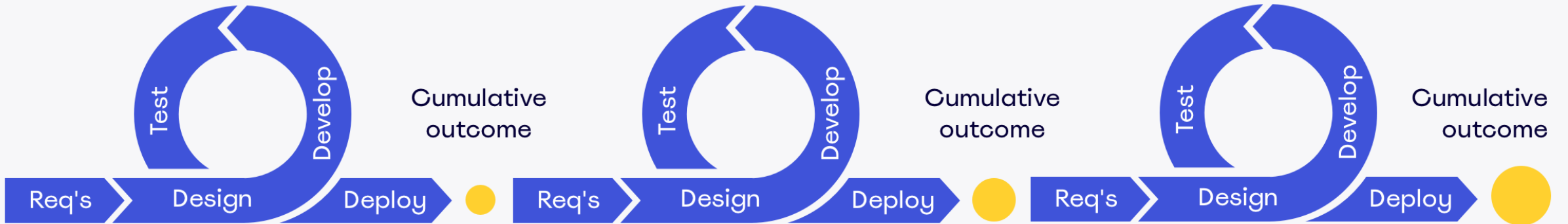
3- hybrid

- A combination of predictive and agile.

- It is not necessary to use a single approach for an entire project. Projects often combine elements of different life cycles in order to achieve certain goals.

Agile	Agile	Agile	Predictive	Predictive	Predictive

Agile			Agile			Agile
Predictive			Predictive			Predictive

Predictive	Agile Agile Agile Predictive	Predictive

Agile	Agile Predictive Predictive Predictive	Agile
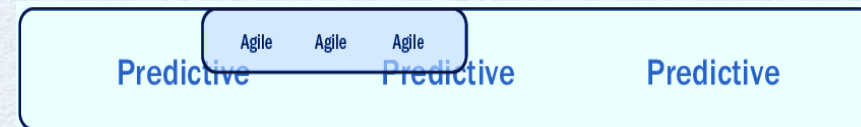
Input from End-Users,
Customers, Team and
Other Stakeholders

Product Owner

Product
Backlog

1	
2	
3	
4	
5	
6	FEATURES
7	
8	
9	
10	
11	
12	

Team

Team Selects
How Much To
Commit To Do
By Sprint's End
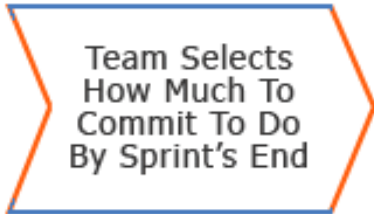
Sprint Planning
Meeting

(Parts One and Two)

Sprint
Backlog

TASKS

Product
Backlog
Refinement

ScrumMaster

Sprint
1-4 Weeks

No Changes
in Duration or Goal

Daily Scrum
Meeting and
Artifacts Update
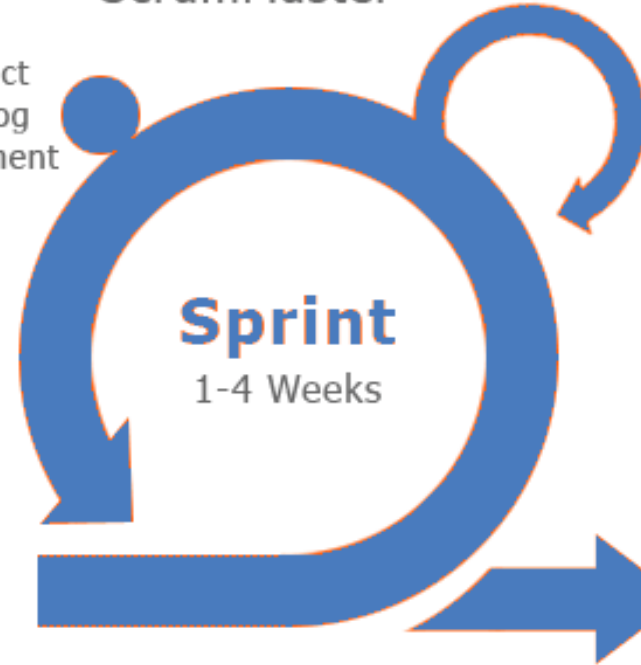
Review

Potentially
Shippable Product
Increment

Retrospective

What is the difference between Project Life Cycle and development Life Cycle ?

✓ **Project Life Cycle** The series of phases that a project passes through from its start to its completion.

هى المراحل التى يمر بها المشروع من البداية الى النهاية وتختلف باختلاف المجال او الصناعة

IT Project

| Requirement | Design | Program | Test | Implement | Handover |
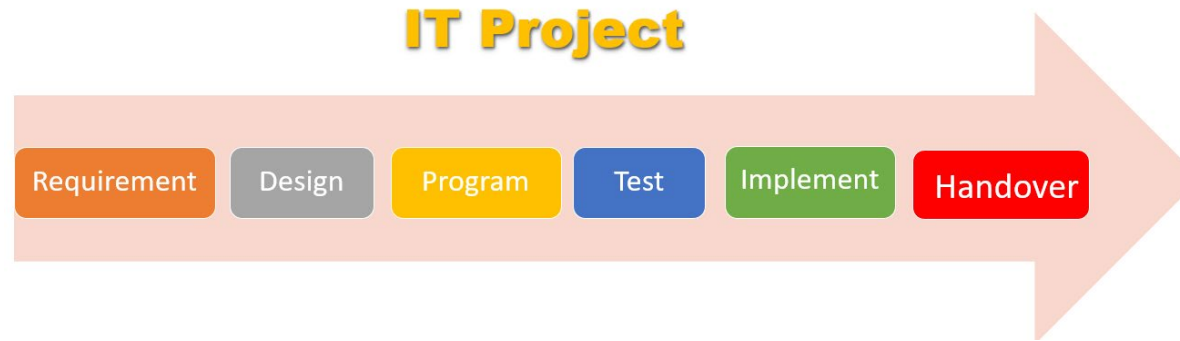
✓ **Development Life Cycle**   **دورة حياة التطوير**   هو النهج الذى سوف يتبع خلال تطوير المنتج

Predictive (Waterfall)   يستخدم فى المشاريع المعرف نطاق العمل فيها وواضح

Adaptive   تتناسب مع المشاريع المعقدة والكبيرة ونطاق العمل فيها غير واضح ويوجد كثير من المخاطر

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5.1 Project and development Life Cycle

Product life cycle:

The series of phases that represent the evolution of product, from <u>concept</u> through

<u>delivery</u>, <u>growth</u>, <u>maturity</u>, and to <u>retirement</u>.

Product Life Cycle versus Project Life Cycle

Table 1-3. Description of *PMBOK® Guide* Key Components

PMBOK® Guide Key Component	Brief Description
Project life cycle (Section 1.2.4.1)	The series of phases that a project passes through from its start to its completion.
Project phase (Section 1.2.4.2)	A collection of logically related project activities that culminates in the completion of one or more deliverables.
Phase gate (Section 1.2.4.3)	A review at the end of a phase in which a decision is made to continue to the next phase, to continue with modification, or to end a program or project.
Project management processes (Section 1.2.4.4)	A systematic series of activities directed toward causing an end result where one or more inputs will be acted upon to create one or more outputs.
Project Management Process Group (Section 1.2.4.5)	A logical grouping of project management inputs, tools and techniques, and outputs. The Project Management Process Groups include Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Project Management Process Groups are not project phases.
Project Management Knowledge Area (Section 1.2.4.6)	An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

5.2 Project Phase

| Starting the Project | Organizing and Preparing | Carrying Out the Work | Ending the project |

> **A project phase is a collection of logically related project activities that culminates in the completion of one or more deliverables.**

The phases in a life cycle can be described by a variety of attributes. Attributes may be measurable and unique to a specific phase. Attributes may include but are not limited to:

• Name (e.g., Phase A, Phase B, Phase 1, Phase 2, proposal phase),

• Number (e.g., three phases in the project, five phases in the project),

• Duration (e.g., 1 week, 1 month, 1 quarter),

• Resource requirements (e.g., people, buildings, equipment),

• Entrance criteria for a project to move into that phase (e.g., specified approvals documented)

• Exit criteria for a project to complete a phase (e.g., documented approvals, completed documents, completed deliverables).

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5.2 Project Phase

Starting the Project	Organizing and Preparing	Carrying Out the Work	Ending the project

Feasibility	Planning	Design	Production	Turnover

➢ Projects may be separated into distinct phases or subcomponents. These phases or subcomponents are generally given names that indicate the type of work done in that phase. Examples of phase names include but are not limited to:

- Concept development,
- Feasibility study,
- Customer requirements,
- Solution development,
- Design,
- Prototype,

- Test,
- Build,
- Transition,
- Commissioning,
- Milestone review
- Lessons learned.

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5.2 Project Phase

Starting the Project	Organizing and Preparing	Carrying Out the Work	Ending the project

➢ **The project phases may be <u>established</u> based on various <u>factors</u> including, but not limited to:**

- Management needs.
- Nature of the project.
- Unique characteristics of the organization, industry, or technology.
- Project elements including, but not limited to, technology, engineering, business, process, or legal
- Decision points (e.g., funding, project go/no-go, and milestone review).

Note

Using multiple phases may provide **better insight to managing the project**. It also provides an opportunity to **assess** the **project performance** and take necessary **corrective or preventive actions** in subsequent phases. A key component used with project phases is the **phase review**

5.2 Project Phase

Phase to Phase relationship

Sequential
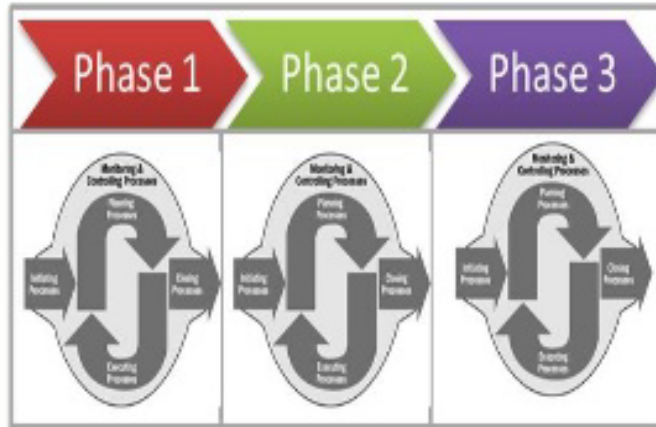
- Next Phase starts only when previous phase is completed
- Reduces uncertainty
- Eliminate options to reduce schedule

Overlapping
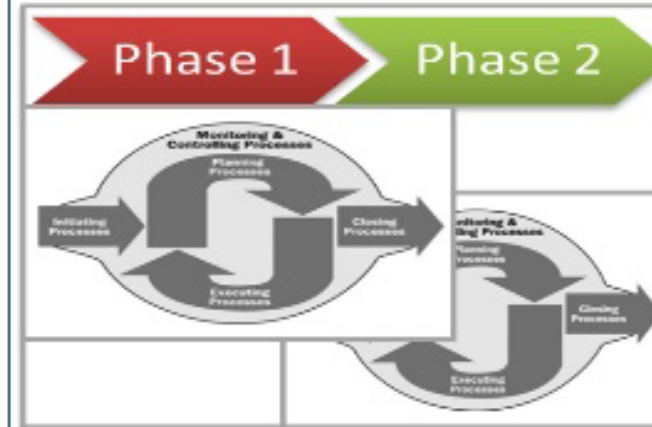
- Phases starts before completion of previous phase
- Fast tracking
- Additional Resources
- Increase Risk
- Result in Rework

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Table 1-3. Description of *PMBOK® Guide* Key Components

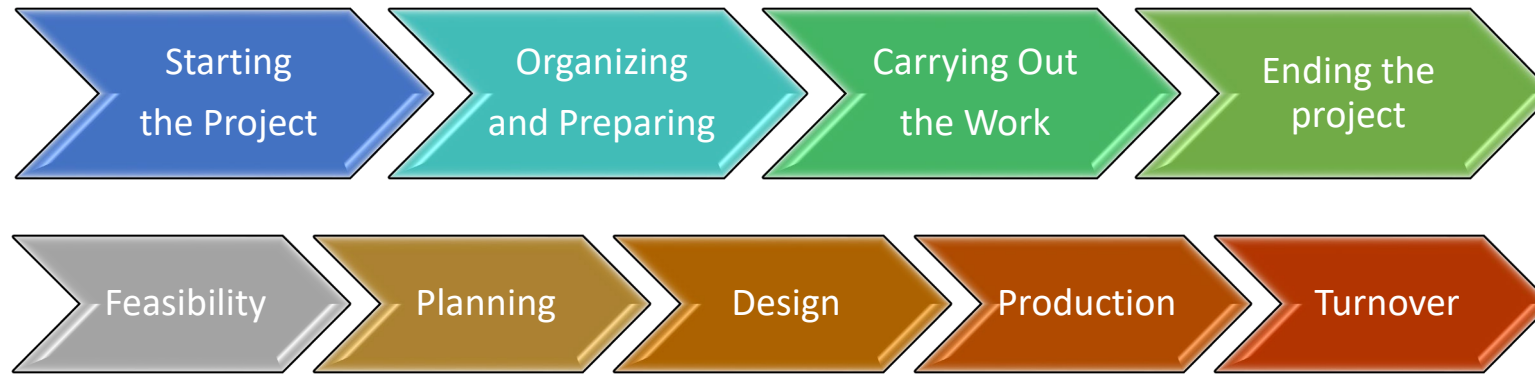| PMBOK® Guide Key Component	Brief Description
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Project Management Knowledge Area (Section 1.2.4.6)	An identified area of project management defined by its knowledge requirements and described in terms of its component processes, practices, inputs, outputs, tools, and techniques.

A phase gate, is held at the **end** of a phase. The project's **performance and progress** are compared to **project and business documents** including but not limited to:

- Project business case
- Project charter
- Project management plan
- Benefits management plan
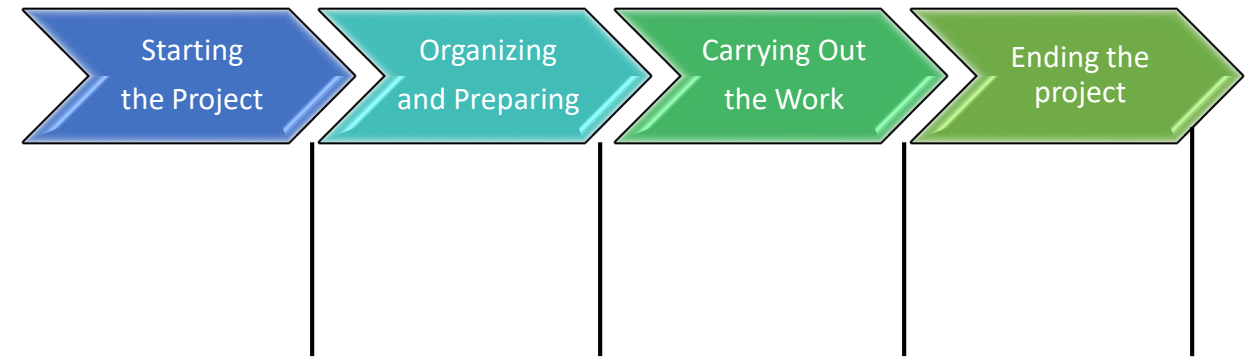
➢ **A decision (e.g., go/no-go decision) is made as a result of this comparison to:**

- **Continue** to the **next** phase,
- **Continue** to the next phase **with modification**,
- **End** the project,
- **Remain** in the phase, or
- **Repeat** the phase or elements of it.

| Starting the Project | Organizing and Preparing | Carrying Out the Work | Ending the project |

Depending on the <u>organization</u> other terms such as,

- **Phase review**
- **Stage gate**
- **kill point**
- **Phase entrance**
- **Phase exit**

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Table 1-3. Description of *PMBOK® Guide* Key Components

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5.4 Project Management Processes

Inputs	Tools & Techniques	Outputs
• Input H	• Technique A	• Project Output A
• Input J	• Tool B	• Project Output B

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Table 1-3. Description of *PMBOK® Guide* Key Components

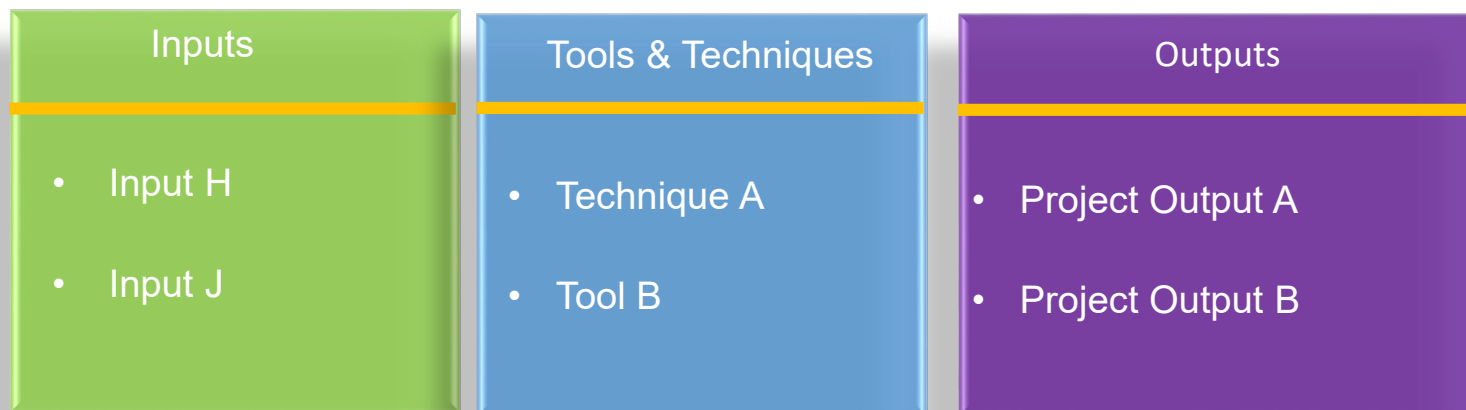| *PMBOK® Guide* Key Component	Brief Description
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Project Management

Project Management is accomplished through the application and integration of five processes.

يتم تنفيذ إدارة المشروع من خلال تطبيق وتكامل خمس عمليات.

Closing

Monitoring & Controlling

Executing

Planning

Initiating

5.5 Project management Process group

5.6 Project management Knowledge Area

Table 1-3. Description of *PMBOK® Guide* Key Components

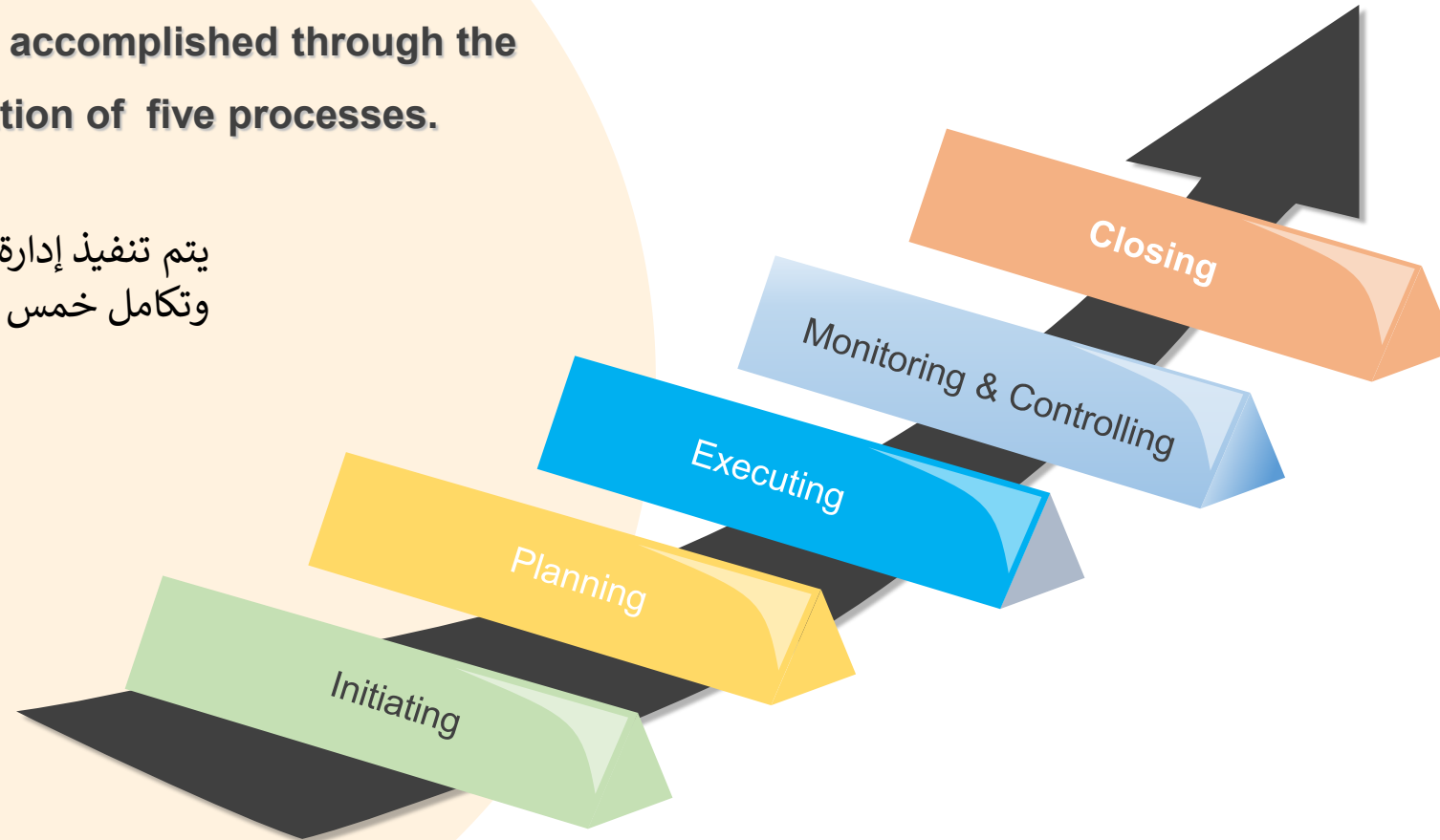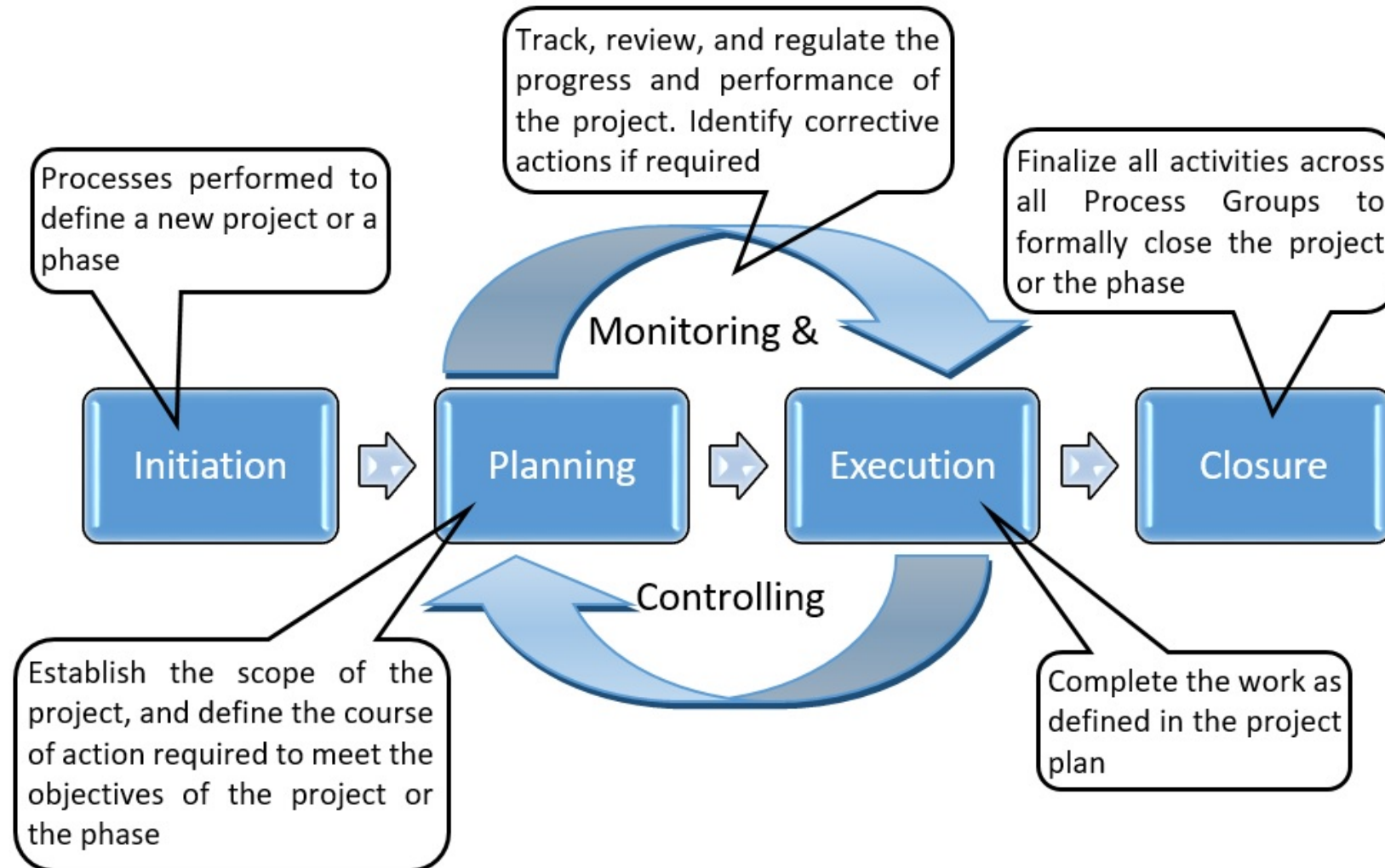| *PMBOK® Guide* Key Component	Brief Description
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Project Management Knowledge Areas

Table 1-4. Project Management Process Group and Knowledge Area Mapping

Knowledge Areas	Project Management Process Groups				
	Initiating Process Group	Planning Process Group	Executing Process Group	Monitoring and Controlling Process Group	Closing Process Group
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Exam Content Outline 2021

(Domains)

People 42%

1. Manage conflict.
2. Lead a team.
3. Support team performance.
4. Empower team members and stakeholders.
5. Ensure team members/stakeholders are adequately trained.
6. Build a team.
7. Address and remove impediments, obstacles, and blockers for the team.
8. Negotiate project agreements.
9. Collaborate with stakeholders.
10. Build shared understanding.
11. Engage and support virtual teams
12. Define team ground rules.
13. Mentor relevant stakeholders.
14. Promote team performance through the application of emotional intelligence.

Process 50%

1. Execute project with the urgency required to deliver business value.
2. Manage communications.
3. Assess and manage risks.
4. Engage stakeholders.
5. Plan and manage budget and resources.
6. Plan and manage schedule.
7. Plan and manage quality of products/deliverables.
8. Plan and manage scope.
9. Integrate project planning activities.
10. Manage project changes.
11. Plan and manage procurement.
12. Manage project artifacts.
13. Determine appropriate project methodology/methods and practices
14. Establish project governance structure.
15. Manage project issues.
16. Ensure knowledge transfer for project continuity.
17. Plan and manage project/phase closure or transitions.

Business Environment 8%

1. Plan and manage project compliance.
2. Evaluate and deliver project benefits and value.
3. Evaluate and address external business environment changes for impact on scope
4. Support organizational change

= 35 Tasks
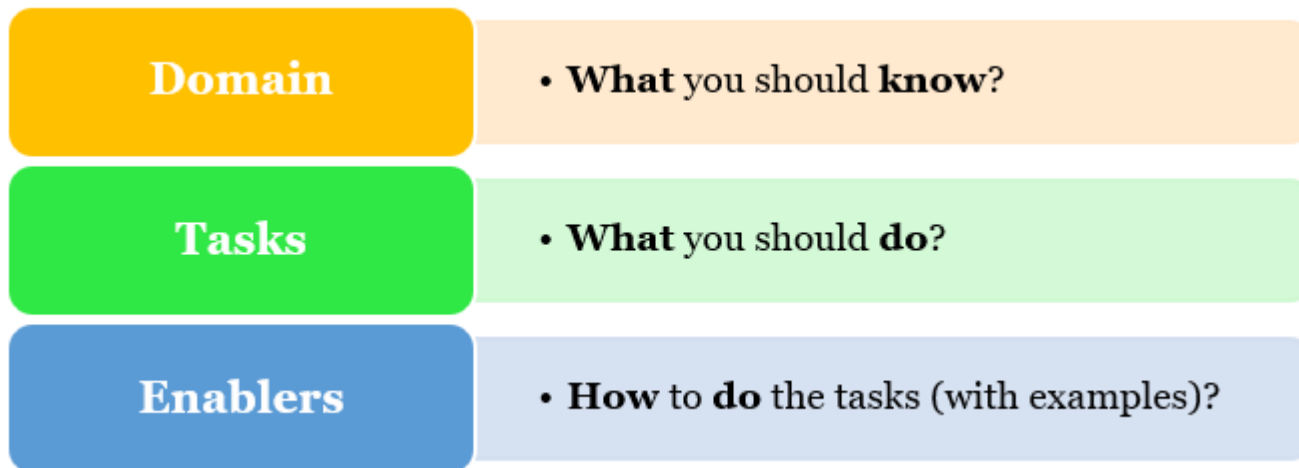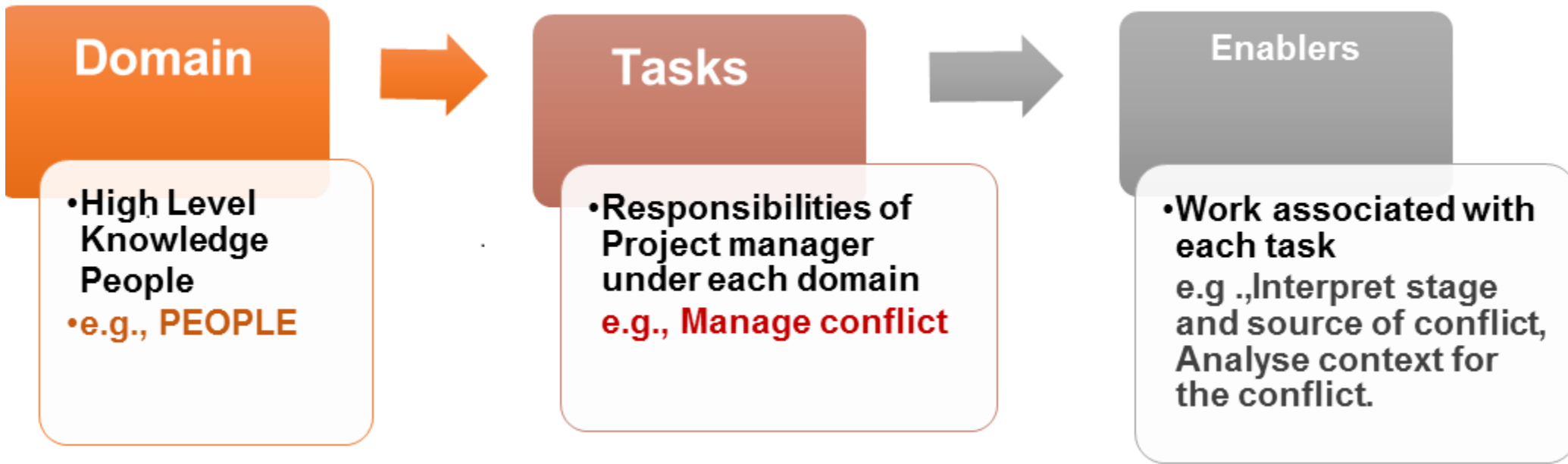
Domain

- High Level Knowledge People
- e.g., PEOPLE

Tasks

- Responsibilities of Project manager under each domain
- e.g., Manage conflict

Enablers

- Work associated with each task e.g., Interpret stage and source of conflict, Analyse context for the conflict.

Domain	• **What** you should **know**?
Tasks	• **What** you should **do**?
Enablers	• **How** to **do** the tasks (with examples)?

New PMP Exam Content Outline	
Domain Category	Percent of Exam Questions
People	42%
Process	50%
Business Environment	8%
Total	100%

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PMI Methodology

10 Knowledge Area

49 Processes

5 Process Groups

2021 ✓

3 Domains
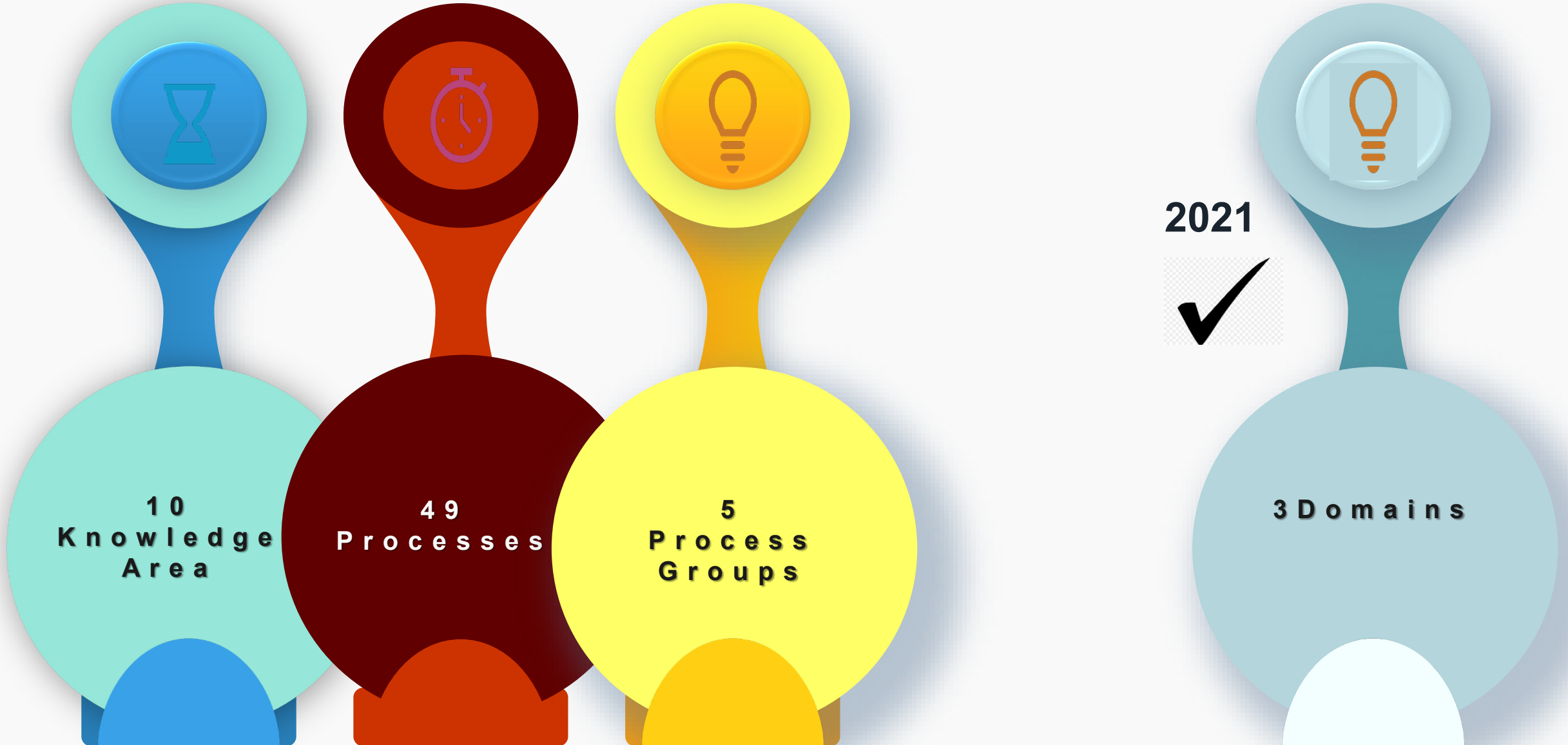
Work performance data
بيانات أداء العمل

- Raw observations and measurements.

Ex:
- Start and finish dates.
- Number of change requests.
- Number of defects.
- Actual costs, Actual durations.

Work performance information
معلومات أداء العمل

- Analyzed Work Performance Data
- Status of deliverables.
- Implementation status for change requests.
- Forecast estimates to complete.

Work performance reports
تقارير أداء العمل

- Status reports.
- Memos, justifications.
- Electronic dashboards.
- Recommendations
- Help Stakeholders Make Decisions

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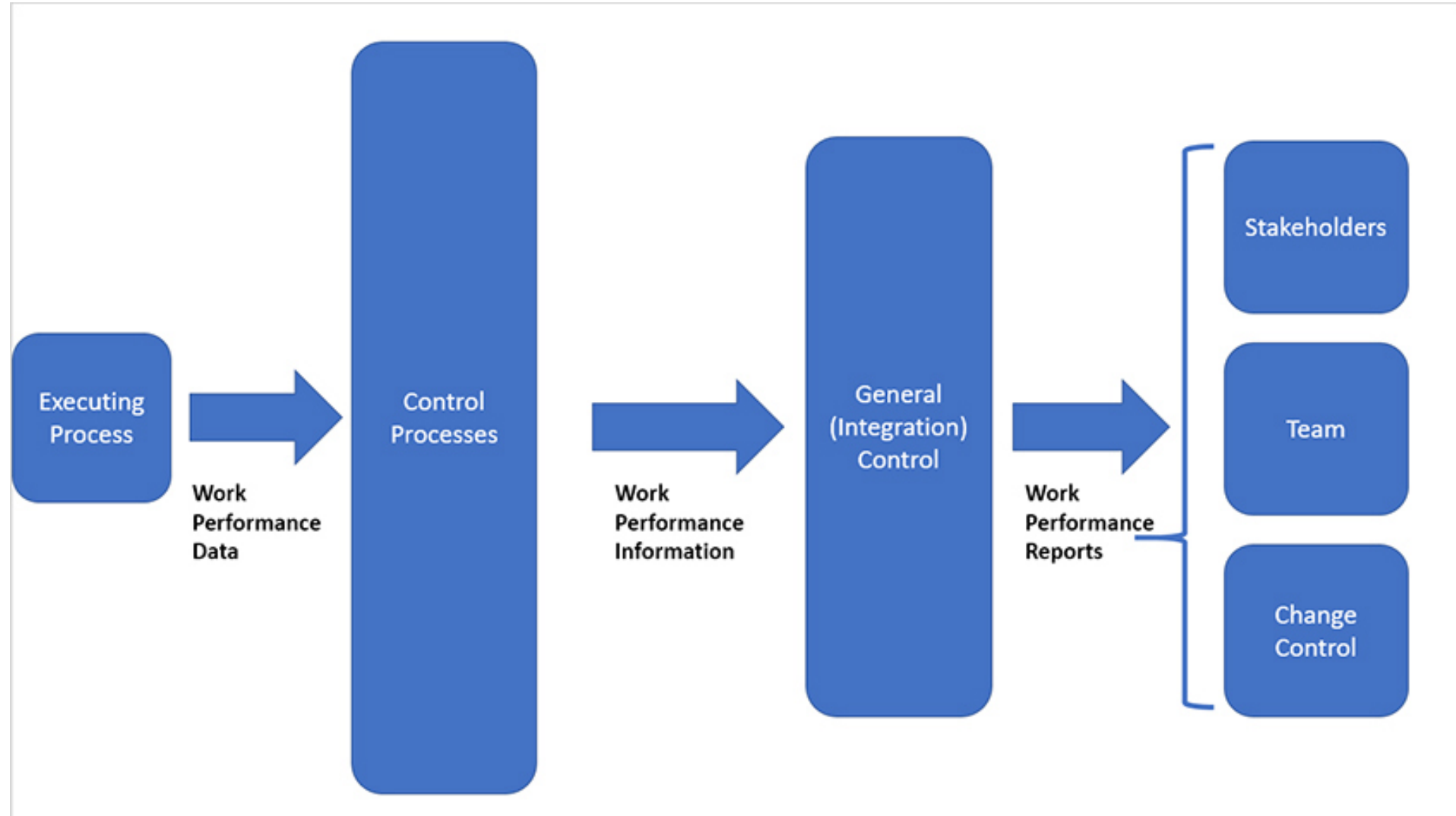
Work P. Data & Work P. Information & Work P. Report
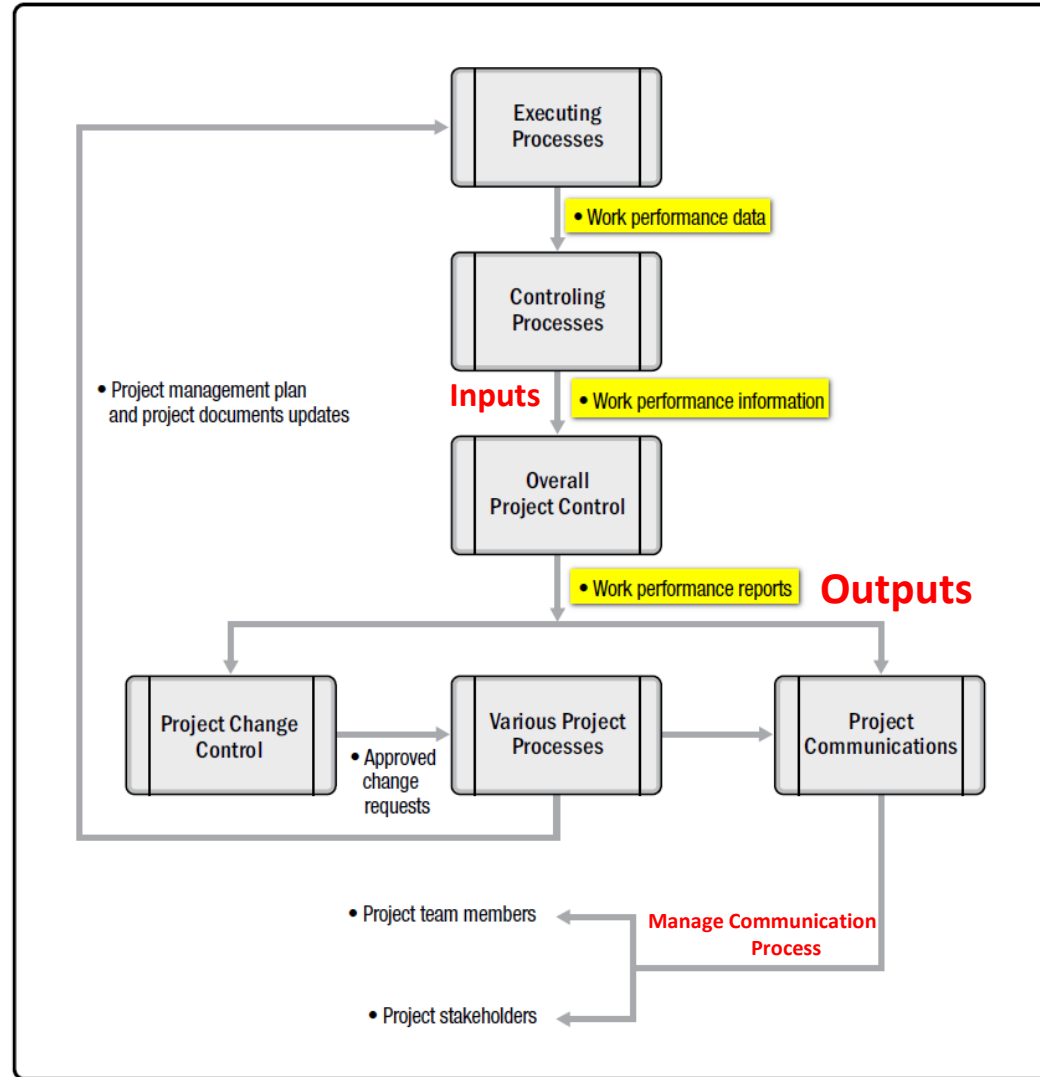
Figure 1-7. Project Data, Information, and Report Flow

01
Choose what processes should be used on a project

02
What depth the processes should be used

03
Not every process is needed on every project

04
The larger the project, the more processes are likely needed

Tailoring the Processes

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Tailoring   التخصيص

- Usually, project managers apply a project management methodology to their work.

☐ **A methodology** is a system of <u>practices</u>, <u>techniques</u>, <u>procedures</u>, and rules used by those who work in a discipline.

المنهجية منظومة من الممارسات والأساليب والإجراءات والقواعد التي يستخدمها العاملون في مجال مهني ما.

This definition makes it clear that this guide itself is not a methodology

- The project management body of knowledge that is generally recognized as good practice. "Good practice" does not mean that the knowledge described should always be applied uniformly to all projects.

The appropriate project management <u>processes</u>, <u>inputs</u>, <u>tools</u>, <u>techniques</u>, <u>outputs</u>, and <u>life cycle phases</u> should be selected to manage a project. This selection activity is known as tailoring project management to the project.

Tailoring   التخصيص

Tailoring is necessary because each project is unique: not every process, tool, technique, input, or output identified in the *PMBOK® Guide* is required on every project.

ويعد التخصيص ضروريًا بسبب تفرد كل مشروع؛ فليست كل عملية أو أداة أو أسلوب أو مُدخَل أو مُخرَج محدد في الدليل المعرفي لإدارة المشاريع مطلوب في كل مشروع.

Table 1-5. Project Business Documents

Project Business Documents	Definition
Project business case دراسة الاعمال للمشروع	A documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities.
Project benefits management plan خطة ادارة منافع المشروع	The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project.

- The project sponsor is generally accountable for the development and maintenance of the project business case document.

- The project manager is responsible for providing recommendations and oversight to keep the project business case, project management plan, project charter, and project benefits management plan success measures in alignment with the goals and objectives of the organization

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1- Project business case   دراسة الأعمال للمشروع

- The business case lists the objectives and reasons for project initiation. تسجل الأهداف والأسباب اللازمة لبدء المشروع

- It helps measure the project success at the end of the project against the project objectives.

- The business case is a project business document that is used throughout the project life cycle.

- The business case may be used before the project initiation and may result in a go/no-go decision for the project.

❖A needs assessment   تقييم الاحتياجات

- Often precedes the business case.   تقييم الاحتياجات غالبا ما يسبق دراسة الأعمال

- The needs assessment involves understanding business goals and objectives, issues, and opportunities.
فهم أهداف وغايات الأعمال، والإشكالات والفرص

- The results of the needs assessment may be summarized in the business case document.
ويمكن تلخيص نتائج تقييم الاحتياجات في وثيقة دراسة الأعمال.

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2- Project benefits management plan خطة إدارة منافع المشروع

❑ **The project benefits management plan is the document that describes:**

• How and when the benefits of the project will be delivered   كيف ومتى سوف تُسلَّم منافع المشروع

• Describes the mechanisms that should be in place to measure those benefits.

وتصف الآليات التي يجب أن توضع في المكان المناسب لقياس هذه المنافع

❑ **The benefits management plan describes key elements of the benefits and may include but is not limited to:**

• Target benefits (financial value)

• Strategic alignment (e.g., how well the project benefits align to the business strategies of the organization)

• Timeframe for realizing benefits (e.g., benefits by phase, short-term, long-term, and ongoing)

• Benefits owner (e.g., the accountable person to monitor, record, and report realized benefits)

• Metrics (e.g., the measures to be used to show benefits realized, direct measures, and indirect measures)

• Risks (e.g., risks for realization of benefits).   مخاطر تحقيق المنافع

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Project Life Cycle

Pre-Project Work	Starting the Project	Organizing and Preparing	Carrying Out the Work	Completing the Project

Timeline

Needs Assessment → Business Case ↕ Benefits Management Plan

Business Case → Project Charter → Project Management Plan

Phase Gate

Generic Phases
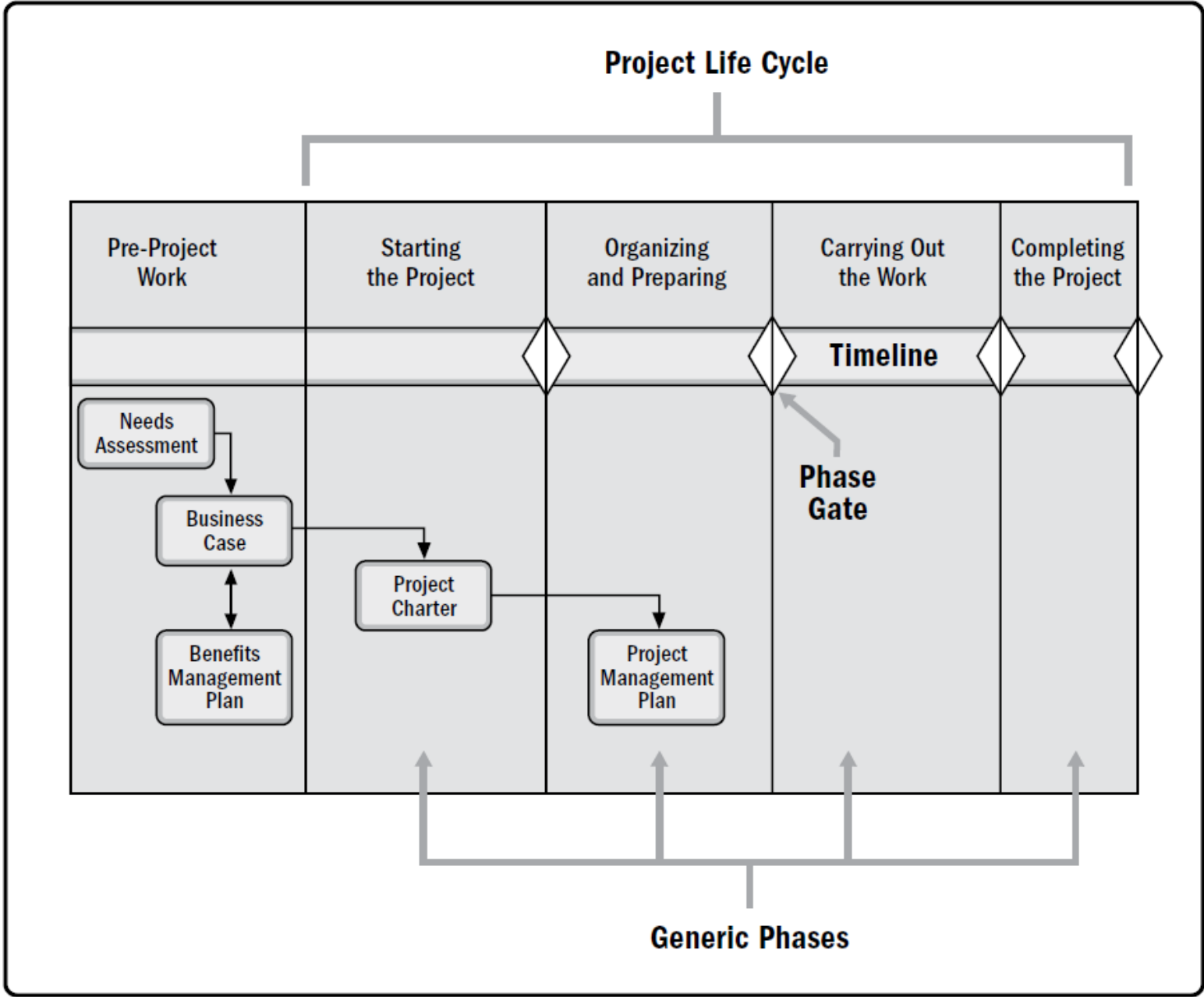
Chapter 2

The Environment in Which Projects Operate

EEFs and OPAs and Organizational Systems

EEFs and OPAs
Influence the project management approach

EEFs
Originate from outside of the project and often outside of the enterprise

Projects

OPAs
OPAs are created for projects and by experience

Organizations
Organizational systems play a significant role in the life cycle of the project

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Influences
التأثيرات

العوامل المحيطة بالمشروع

أصول عمليات المؤسسة الداخلية

Enterprise Environmental Factors

Internal Organizational Process Assets

External
خارجية

Internal
داخلية

Processes, policies and procedures
العمليات والسياسات والإجراءات

Corporate Knowledge Base
قواعد المعرفة للمؤسسة

EEFs Internal to The organization

01	Organizational culture, structure	ثقافة المؤسسة والهيكل التنظيمي (القيم والمعتقدات وأسلوب القيادة)
02	Employee capability	قدرة الموظف (خبراته – قدراته – معرفته – مهاراته)
03	Resource availability	توفر المواد بسبب القيود على الشراء مثلا
04	Information technology software	برامج تكنولوجيا المعلومات
05	Geographic distribution of facilities and resources	التوزيع الجغرافي للموارد والمرافق
06	Infrastructure	البيئة التحتية (مثل المرافق القائمة والمعدات)

EEFs External to The Organization

01 Marketplace conditions. ظروف السوق

02 Physical environmental elements ظروف العمل والطقس والقيود

03 Financial considerations. الاعتبارات المالية مثل اسعار العملات – معدلات التضخم

04 Government or industry standards. معايير الحكومة والصناعة

05 Commercial databases. قواعد البيانات التجارية

06 Social and cultural influences and issues. التأثيرات والإشكالات الاجتماعية والثقافية

07 Legal restrictions. القيود القانونية (القوانين واللوائح الوطنية والمحلية المتعلقة بالأمن)

Note

EEFs originate from the environment outside of the project and often outside of the enterprise

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Organizational Process Assets (OPAs)

➢ **Processes, policies, and procedures.**

العمليات والسياسات والإجراءات•

➢ **Organizational knowledge bases.**

قواعد المعرفة للمؤسسة.

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Organizational Process Assets:

The definition of Assets is "A useful or valuable thing or property owned by a person or company, regarded as having value and available to meet debts, commitments, or legacies." Assets are something that we can own, keep and use for our benefits; for example, we can have a car by which we can move around, we can have house to live in, computers to work on, etc. These things; i.e. car, house, computers, etc. are called Assets.

In the same manner, organisations also have Assets, which they call Organisational Process Assets, and are stored in some central repository so that they could be used whenever required by anyone.

For example:

- Policies
- Procedures
- Standard templates
- Lesson learned
- Historical information, etc.

Figure 1-17. Organizational Process Assets

10. Organizational Structure

1- Functional Organization

2- Projectized Organization

3- Matrix Organization

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1- Functional Organization

➤ The organization is grouped by areas of specialization within different functional areas.

Project managers in a Functional Organization:

➤ Report To a functional manager

➤ Project manager authority is Little or none.

➤ Resource Availability Little or none

➤ Project Coordinator

➤ Part Time Role

➤ Functional manager manage the Project budget

Functional Organization

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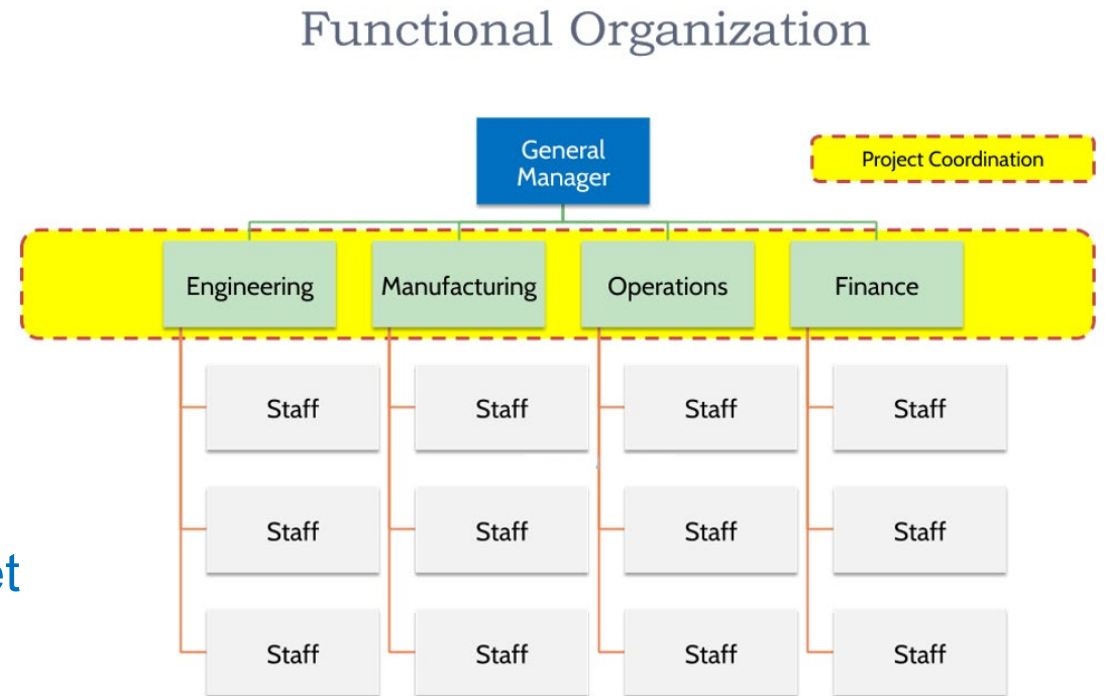
2- Projectized Organization

- **The entire company is organized by projects.**

  المنظمة عبارة عن مجموعة من المشاريع

- **The project manager has control of projects.**

  مدير المشروع له كامل الصلاحيات

- **Personnel are assigned and report to a project manager.**

  ترسل التقارير الى مدير المشروع

- **Members complete project work and when its over they don't have HOME.**

  عندما يتم انهاء الاعمال من قبل الفريق بيتم تسريح العمال ، يعيب هذا النوع عدم بناء خبرات

Projectized Organization

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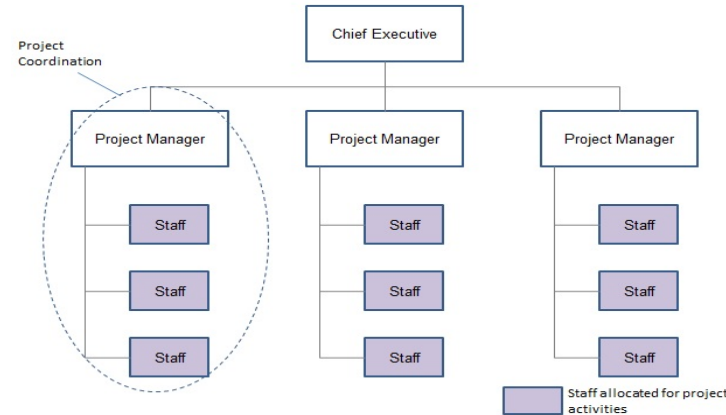
3- Matrix مصفوفى

➢ **Team members report to two bosses.** فيها الموظف له رئيسان بالعمل

1- Strong Matrix : Power with project manager صلاحيات اعلى لمدير المشروع

2- Balanced Matrix : Power is shared between project manager and functional manager.

صلاحيات متساوية بين مدير المشروع و المدير الوظيفي

3- Weak matrix : Power with the functional manager and the project manager will work as

coordinator or expediter. صلاحيات اعلى للمدير الوظيفي

- Expediter : Cannot take decision. Staff assistant and Communication coordinator.

- Coordinator : Similar to Project Expeditor except has some power to take decision.

منسق للمشروع مثل ال expediter و لكن له صلاحيات لاخذ بعض القرارات.

Project Management Offices

مكتب إدارة المشاريع

- Support project managers
- Manage shared resources across the PMO
- Coaching, mentoring, and training
- Conducting project audits
- Developing and managing processes and procedures
- Facilitating communications across projects

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PMO Types: أنواع مكتب المشروعات

❑ **Supportive** (The degree of control is Low)

✓ Provide a consultative role to projects by supplying <u>templates</u>, <u>best practices</u>, <u>training</u>, <u>access to information</u>, and <u>lessons learned </u>from other projects.

تقدم مكاتب إدارة المشاريع الداعمة دورًا استشاريًا للمشاريع من خلال توفير القوالب، وأفضل الممارسات، والتدريب، وإمكانية الوصول الى المعلومات والدروس المستفادة

❑ **Controlling** (The degree of control is moderate)

✓ provide support and require compliance (Use of specific templates, forms, and tools)

❑ **Directive** (The degree of control is High)

✓ Take control of the projects by directly managing the projects. Project managers are assigned by and report to the PMO.

Supporting
- Consultative role
- Supplies templates
- Best practice
- Lessons learnt
- Has low control

Controlling
- Requires compliance
- Train others
- Assist with tools
- Has moderate control

Directive
- Provide PM for projects
- Takes control
- Manages directly
- Responsible for results of these projects
- Has high control

PMO

Standards
Policies
Training
Resources
Processes

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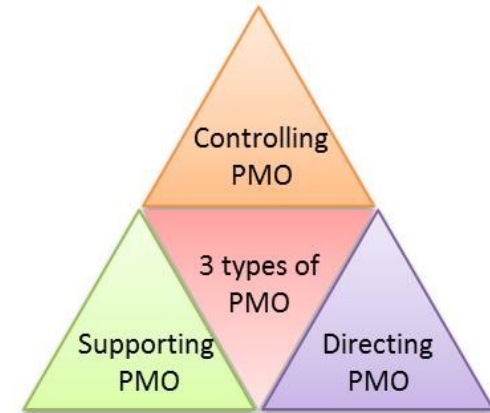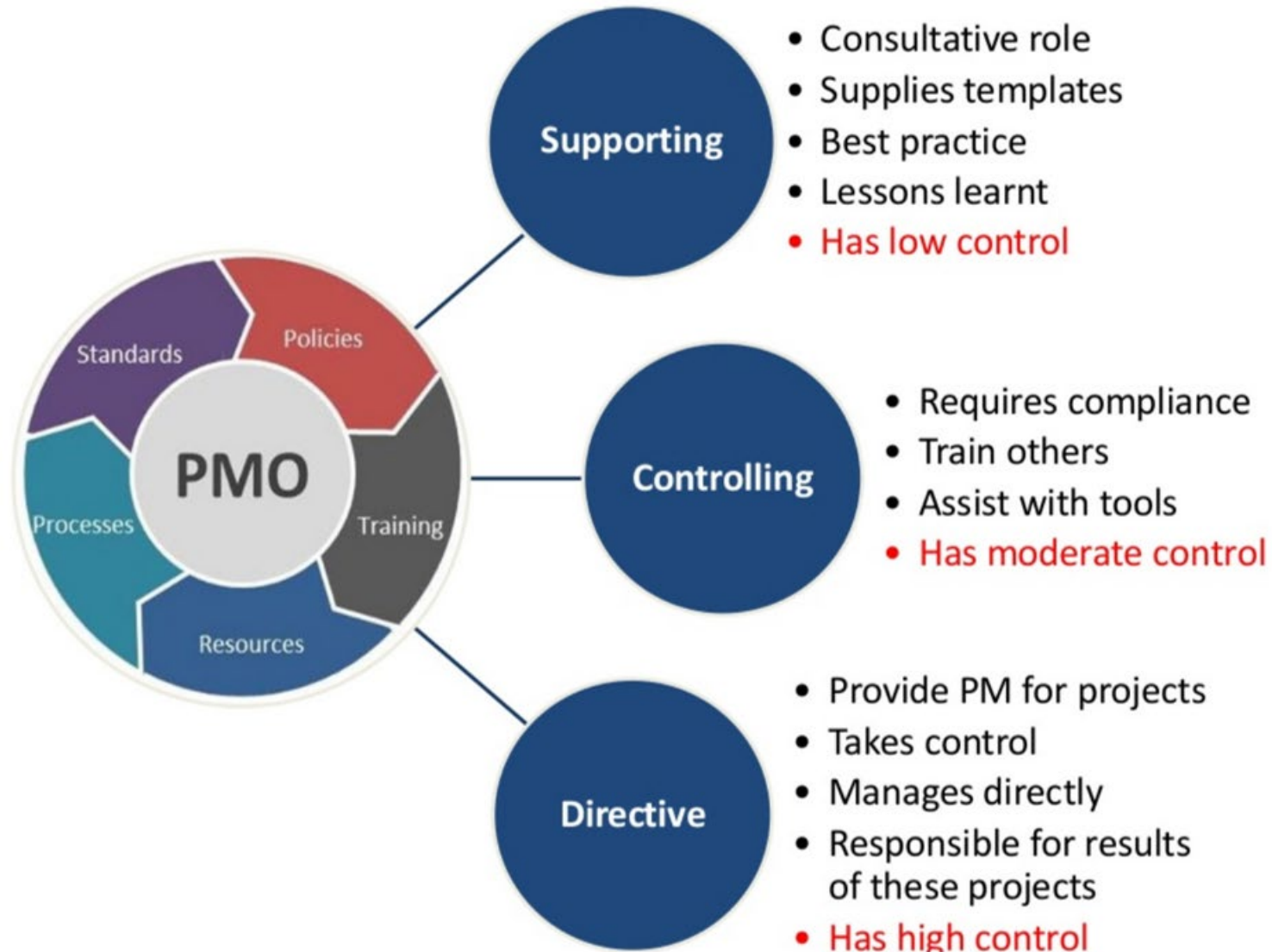
The role of PM Vs. PMO

Project Manager:

- Focuses on project objectives.
- Controls assigned project resources.
- Manages constraints of individual projects.

Project Management Office

- Manages major program scope changes to better achieve business objectives.
- Optimizes use of shared resources across projects.
- Manages methodologies, standards, risks/opportunities, metrics, & interdependencies.

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Chapter 3

The Role of The Project Manager

Project Manager

The Person assigned by Performing Organization to lead team that is responsible for achieving project Objective.

Management Skills:

- Planning
- Meeting Management
- Time Management
- Organizing
- Controlling

Interpersonal Skills

- Leadership
- Communication
- Influence
- Motivation
- Negotiation
- Team/Trust building

Project Manager

The Person assigned by Performing Organization to lead team that is responsible for achieving project Objective.

Reports to

Functional manager

Program manager

Portfolio Manager

Works with

Business, System analyst,

Quality assurance manager

SME, Vendor, Project Staff, PMO

PM often has lot of responsibility and lacks real authority. He often negotiate with management/ functional manager for resources.

Project Manager

The person responsible for accomplishing the project objectives.

مسئول عن تحقيق اهداف المشروع

Characteristics:

- **Knowledge**: Project Management Knowledge (Not Technical Knowledge).

- **Performance**: What PM is able to do or accomplish while applying his project management knowledge

- **Personal**: Decision Maker, Integrity and Honesty, leadership, Negotiation, communication.

Interpersonal skills

Leadership	Team building	Motivation
Decision-maker	Communication	Influencing
Political and cultural awareness	Negotiation	Trust Building
Conflict management	Coaching	

Project Manager Competences

The PMI Talent Triangle

مثلث مواهب معهد إدارة المشاريع

الإدارة الفنية للمشاريع

القيادة

Technical Project Management

Leadership

Strategic and Business Management

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الإدارة الاستراتيجية وإدارة الاعمال

Three Domains compared with the Talent Triangle

1- Technical Project Management Skills

مهارات الإدارة الفنية للمشاريع
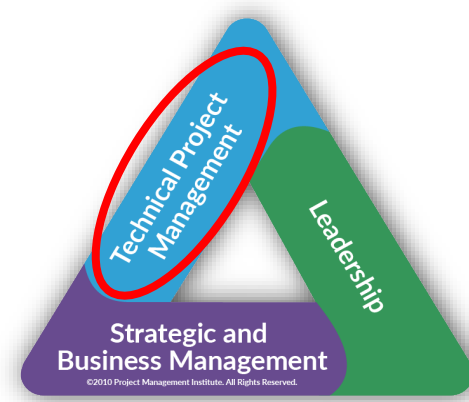
The skills to effectively apply project management knowledge to deliver the desired outcomes for programs or projects.

1- Focus on the critical technical project management elements for each project they manage.

التركيز على العناصر الحيوية للإدارة الفنية للمشاريع لكل مشروع قاموا بإدارته

- Critical success factors for the project,
- Schedule,
- Selected financial reports, and
- Issue log.

2- Make time to plan thoroughly and prioritize diligently.   تخصيص الوقت للتخطيط الشامل وتحديد الأولويات بدقة.

3- Manage project elements, including, but not limited to, schedule, cost, resources, and risks.

إدارة عناصر المشروع ، بما في ذلك، على سبيل المثال لا الحصر، الجدول الزمني، والتكلفة، والموارد، والمخاطر

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2- Strategic and Business Management Skills   مهارات الإدارة الاستراتيجية وادارة الأعمال

- تشمل مهارات الإدارة الاستراتيجية وادارة الأعمال القدرة على **رؤية النظرة العامة** للمؤسسة **والتفاوض والتنفيذ الفعال للقرارات** والإجراءات

التي **تدعم التوافق والابتكار الاستراتيجي**. ويمكن أن تشمل هذه القدرة معرفة عملية بالوظائف الأخرى مثل **التمويل، والتسويق، والعمليات**.

- ويجب على مديري المشاريع أن يكونوا على دراية كافية بالأعمال لكي يكونوا قادرين على:

Strategy	Explain essential business aspects of a project يشرح للآخرين جوانب الأعمال الأساسية للمشروع
Team	Work with the project sponsor, team, and SMEs العمل مع الجهة الراعية للمشروع، وفريق المشروع، والخبراء في المجال لوضع استراتيجية مناسبة لتسليم المشروع
Value	Implement strategy to maximize business value تنفيذ هذه الاستراتيجية بطريقة تحقق أقصى قدر من القيمة التجارية للمشروع.

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3- Leadership Skills   مهارات القيادة
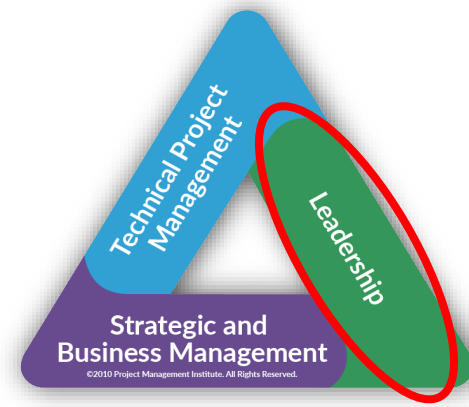
Leadership skills involve the ability to <u>guide</u>, <u>motivate</u>, and <u>direct</u> a team.

1- Dealing with People   التعامل مع الأشخاص

2- Qualities and skills of a Leader   صفات ومهارات القائد

- Being a visionary, Being optimistic and positive, Being collaborative, Managing relationships and conflict, Communicating

صاحب رؤية و يكون متفائل وايجابى ومتعاون واجادة ادارة المنازعات ويجيد ادارة الاتصالات

3- Politics, Power, and Getting Things done   السياسة، والسلطة، وإنجاز الأمور

- ❖ Project management is more than just working with <u>numbers</u>, <u>templates</u>, <u>charts</u>, <u>graphs</u>, and <u>computing systems</u>

  - ❖ A common denominator in all projects is people.

  - ❖ People can be counted, but they are not numbers.

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Your project will need to get done on schedule.

Your project will always have to stay within a budget

You need to manage the scope of work you do for the project

You have to have the people and materials to get the work done.

If your product doesn't do what it's supposed to do, you won't succeed.

Unexpected obstacles can wreck your project if you don't deal with this one.

Time   Cost   Scope   Resources   Quality   Risk

If you don't manage all six constraints at the same time, you risk managing in favor of just one constraint.

Any time your project changes, you'll need to know how that change affects all of the constraints.

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Project Stakeholders

A stakeholder is an <u>individual</u>, <u>group</u>, or <u>organization</u> that may affect, be affected by, or perceive itself to be affected by a <u>decision</u>, <u>activity</u>, or <u>outcome</u> of a project. Project stakeholders may be <u>internal</u> or <u>external</u> to the project, they may be actively involved, passively involved, or unaware of the project. Project stakeholders may have a positive or negative impact on the project, or be <u>positively</u> or <u>negatively</u> impacted by the project. Examples of stakeholders include but are
not limited to:

❖Internal stakeholders:

- Sponsor,
- Resource manager,
- Project management office (PMO),
- Portfolio Manager,
- Program manager,
- Project managers of other projects.
- Team members.

❖External stakeholders:

- Customers,
- End users,
- Suppliers,
- Regulatory bodies.
- Competitors

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Q1) A _____ is a collection of projects or programs grouped together for strategic business needs.

A- Portfolio

B- Management System

C- Enterprise

D- Array

PMBOK 13

Portfolios

A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.

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Q2) In a typical project, in which stage do stakeholders have maximum influence?

A- Middle stage

B- Influence is similar at all stages

C- Final stage

D- Initial stage

PMBOK 549

ANSWERS D

◆ The ability of stakeholders to influence the final characteristics of the project's product, without significantly impacting cost and schedule, is highest at the start of the project and decreases as the project progresses toward completion. Figure 1-3 illustrates the cost of making changes and correcting errors typically increases substantially as the project approaches completion.

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Q3) you are a project manager in the implementation phase, if the project sponsor has told the functional manager that the project will delay by two weeks, and the Functional Manager has told you to document that, which type of organizational structure you are working in?

A.Functional

B. Projectized

C. Strong Matrix

D. Tight Matrix

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Q4) You have been appointed a project manager within an information systems organization. You are not aware of the organization's policies and procedures. If you want to know more about the organization's general issues management procedures and templates, which of the following should you review?

A- Issue Log

B- Project Management Plan

C- Organizational Process Assets (OPA)

D- Enterprise environmental factors (EEF)

ANSwers

C

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Q6) Which of the following is Enterprise Environmental Factors ?

A- Organizational culture, structure

B- Lessons Learned

C- Stakeholders Templates

D- Processes, policies, and procedures

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Q7) A typical title for a Project Manager in a weak matrix structure is:

A- Project Coordinator

B- Project Manager

C- Project Leader

D- Program Manager

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Q8) The project manager works with the project team and other stakeholders to determine and use the appropriate generally recognized good practices for each project. Determining the appropriate combination of processes, inputs, tools, techniques, outputs and life cycle phases to manage a project is referred to as "_____" the application of the knowledge described in this guide.

A- Good Practices

B- PMBOKGUIDE

C- Tailoring

PMBOK 48

D- Regulatory requirements

ANSWERS

c

The appropriate project management processes, inputs, tools, techniques, outputs, and life cycle phases should be selected to manage a project. This selection activity is known as tailoring project management to the project. The project manager collaborates with the project team, sponsor, organizational management, or some combination thereof, in the tailoring. In some cases, the organization may require specific project management methodologies be used.

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Q9) The PMO (Project Management Office) in your organization, directly controls all projects by using PMO staff to manage them. What type of PMO is this?

A- Controlling

B- Supportive

C- Commanding

D- Directive

PMBOK 48

◆ **Directive.** Directive PMOs take control of the projects by directly managing the projects. Project managers are assigned by and report to the PMO. The degree of control provided by the PMO is high.

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Q10) A project manager has been asked by the sponsor to assist in creating a document that will detail project benefits, when they will be delivered and how they will be measured. Which document has been asked for?

A- Scope baseline

B- Project charter

C- Benefits management plan

D- Business case

PMBOK 33

ANSWERS *C*

1.2.6.2 PROJECT BENEFITS MANAGEMENT PLAN

The project benefits management plan is the document that describes how and when the benefits of the project will be delivered, and describes the mechanisms that should be in place to measure those benefits. A project benefit is defined as an outcome of actions, behaviors, products, services, or results that provide value to the sponsoring organization as well as to the project's intended beneficiaries. Development of the benefits management plan begins

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Q11) Your organization's PMO is periodically asking for project artefacts from all projects and checking whether corporate standards of project management are being adhered to or not. They are also supportive in providing templates and guidelines related to project management when asked. Which type of PMO are we referring to here?

A- Directing PMO

B- Controlling PMO

C- Supporting PMO

D- Governing PMO

ANSwers 𝓑

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Q12) Which of the following best describes the role of a project sponsor?

A- Project Sponsor is responsible for providing funding for the project

B- Project Sponsor is responsible for managing the project

C- Project Sponsor is responsible for managing the quality of deliverables

D- Project Sponsor is responsible for identifying key stakeholders

ANSWERS

𝒜

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Q13) A group of projects that must be managed in a coordinated manner to ensure that common goals and potential resource conflicts are managed effectively is known as what?

A- Program

B- Portfolio

C- PMO

D- Life cycle

Program is correct because a program is a group of projects that are interrelated in some way. A project may be part of a program, but a program will always have projects.

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Q14) A multiphase project that has been executed with internal resources has reached a phase gate. The key project stakeholders want to determine if the phase has met its success criteria, and whether or not the project should progress to the next phase. In addition to the project management plan, which documents will be required?

A- Business documents and project charter

B- Agreements including procurement contracts

C- Lessons learned register and lessons learned repository

D- Risk register and risk report

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Q15) You are the project manager of the HDM Project. Your project must be completed by September 11 and cannot exceed $10,000. $10,000 is an example of which one of the following?

A- Constraint

B- Management reserve

C- Scheduled completion date

D- Assumption

ANSWERS A

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