

PMP Training Topics

➤ Section 1: Creating a High-Performing Team

➤ Section 1.1: Building a team

- Assess and evaluate team members skills
- Analyse and deduce project resource requirements
- Continuously assess and refresh team skills to meet project needs
- Continuous Learning and Knowledge Transfer

➤ Section 1.2: Defining team ground rules

- Communicate organizational principles with team and external stakeholders
- Establish a conducive environment that fosters adherence to ground rules
- Manage ground rule violations

➤ Section 1.3: Negotiating project agreements

- Analyse the boundaries of negotiations for agreement
- Assess the priorities and determine the objectives
- Verify if the objectives of the project agreement are met
- Participate in agreement negotiations
- Determine a negotiation strategy

➤ Section 1.4: Empowering team members and stakeholders

- Organize around team strengths
- Support team task accountability
- Determine and bestow levels of decision-making authority

➤ Section 1.5: Training team members and stakeholders

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

➤ Section 1.6: Engaging and supporting virtual teams

- Examine virtual team members needs
- Investigate options for colocation
- Implement appropriate communication channels for virtual team member engagement
- Continually monitor and evaluate the effectiveness of virtual team member engagement

➤ Section 1.7: Building shared understanding about a project

- Identify the root cause of misunderstanding
- Try to reach consensus among all parties
- Support outcomes of parties' agreement

➤ **Section 2: Starting the Project**

➤ **Section 2.1: Determining the best project methodology, methods and practices for the work**

- 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

➤ **Section 2.2: Planning and managing scope**

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

➤ **Section 2.3: Planning and managing budgets 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

➤ **Section 2.4: Planning and managing your 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

➤ **Section 2.5: Planning and managing quality of products/deliverables**

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

➤ **Section 2.6: Planning and managing procurement**

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

➤ **Section 2.7: Integrating 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
- **Section 2.8: Establishing a project governance structure**
 - Determine appropriate governance for a project
 - Define escalation paths and thresholds
- **Section 2.9: Planning and managing 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)

- **Section 3: Doing the Work**
 - **Section 3.1: How to assess and manage risks**
 - Determine risk management options
 - Iteratively assess and prioritize risks
 - **Section 3.2: How to focus on delivering 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
 - **Section 3.3: Managing communications**
 - Analyze communication needs of all stakeholders
 - Determine communication methods, channels, frequency, and level of detail for all stakeholders
 - Communicate project information and updates effectively
 - Confirm communication is understood and feedback is received
 - **Section 3.4: Working with 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
 - **Section 3.5: Creating project artifacts**
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- 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
- **Section 3.6: How to 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
- **Section 3.7: How to manage projects 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
- **Section 3.8: How to ensure knowledge transfer for project continuity**
 - Discuss project responsibilities within team
 - Outline expectations for working environment
 - Confirm approach for knowledge transfers

- **Section 4: Keeping the Team on Track**
 - **Section 4.1: Leading a team**
 - Set clear vision and mission
 - Support cultural differences
 - Value servant leadership and lead by example
 - Inspire, motivate, and influence team members/stakeholders
 - Analyse and understand team members/stakeholders influence
 - Maintain coordination between multiple project teams
 - **Section 4.2: Supporting team performance**
 - Set KPIs for team members and appraise their performance against those KPIs
 - Support and recognize team members growth and development
 - Verify performance improvements
 - **Section 4.3: Addressing and removing impediments, obstacles and blockers**
 - Determine and prioritize critical impediments for the team

- Solve impediments, obstacles using organizational network
- Reassess and continuously address the challenges faced by the team
- **Section 4.4: Managing conflict**
 - Interpret the source and stage of conflict
 - Analyze the context for conflict
 - Evaluate or recommend the appropriate conflict resolution technique
- **Section 4.5: Collaborating with stakeholders**
 - Evaluate engagement needs of the stakeholders
 - Optimize alignment between stakeholder needs, expectations and project objectives
 - Build trust and influence stakeholders to accomplish project objectives
- **Section 4.6: Mentoring stakeholders**
 - Allocate the time to mentoring
 - Recognize and act on mentoring opportunities
- **Section 4.7: Using emotional intelligence to promote team performance**
 - Analyze personality indicators and adjust to the emotional needs of key project stakeholders
- **Section 5: Keeping the Business in Mind**
 - **Section 5.1: Managing compliance requirements**
 - 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
 - Measure the extent to which the project is in compliance
 - **Section 5.2: Evaluating and delivering 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
 - **Section 5.3: Evaluating and addressing internal and external business environment changes**
 - Survey changes to external business environment (e.g., regulations, technology, geopolitical, market)
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- 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
- **Section 5.4: Supporting 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
- **Section 5.6: Employing continuous process improvement**
 - Continuously retrospect and gather lessons learned
 - Select areas of improvement
 - Identify and Implement action plan
 - Evaluate and measure progress based on action plan
 - Compare results with desired performance goals
 - Determine corrective actions