A 5-Day Training Program

PMP® Exam Preparation Course

The *PMBOK® Guide* – Sixth Edition

PMI Approved

Course # 2123 - PROMISPMP601

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P R E L U D E

In today's world, the demand for change is unrelenting in almost every organization. A project approach has become widely recognized as the principal vehicle for delivering such change, for example, in implementing strategic initiatives, developing new assets and investments, products and/or services, or introducing new technologies. Furthermore, as business becomes more complex, few projects deliver real benefits in isolation, increasingly organizations have to find ways to manage a program or portfolio of projects to achieve their goals.

Within PROMIS group, we have developed a project management center of excellence over the last 25 years and developed considerable insight into what it takes and makes project delivery and project management successful. In particular, it addresses the ``missing link`` of project management thinking. As this discipline has matured, becoming recognized as an important branch of management, methodologies and processes have been developed and standardized. These formal program structures and techniques combined with the right values and behaviours of the participants that make the biggest difference between success and failure.

At PROMIS, It is our strong believe over the past 25 years that in addition to sound foundation of well-established and recognized best practices project management processes, organizations, especially projects-driven, deliver consistently when project approach and behaviours are embedded in their culture. Successful project managers align such project management processes with the project in hand be pragmatic about what can be delivered and the way it can be done. In other words, aligning the organization and the project raises the likelihood of success as project is always mistakenly dealt with as an island without managing the project interfaces and influences.

SECTION I: INTRODUCTION

Welcome

Welcome to the PMP® Exam Preparation Course. Following are important information about this training course and its objectives.

Course Objectives:

The PMP® Exam Preparation Course will provide the participants a comprehensive practical review of *The Project Management Body of Knowledge* (*PMBOK® Guide* - Sixth Edition), the latest release of The *PMBOK® Guide* by PMI, which forms the basis for the PMP® exam.

In addition, the participants will go through lots of sample real questions similar to those expected at the exam, and mock exams to give them a feeling of the real exam environment. In addition, we will provide support and consultation during the application procedure and help the participants to prepare their credentials and qualifications to submit to PMI in order for them to be eligible to take the PMP® Certificate exam.

All the above will enhance the participants' confidence and opportunity to pass the PMP® Certificate Exam on their first attempt.

Measurable Learning Outcomes:

- Understand and refresh understanding of The *PMBOK® Guide* – Sixth Edition (Latest edition).
- Identify and understand the key elements of the five (5) Project Management Process Groups.
- Identify and understand the ten (10) knowledge areas you need to pass the PMP® Certificate exam.
- Identify and incorporate best practices relating to professional responsibility.
- Identify personal knowledge gaps and define areas to focus study on Prepare for the PMP® Certificate exam.
- Avoid common pitfalls associated with taking the PMP® Certificate exam.
- Develop / Manage study plan for taking the PMP® Certificate exam.
- Develop a personal list of examination tips, tricks, techniques and practices to help retain information.
- Make the best use of their PMP® Certificate exam time.
- Understand a broader range of Project Management concepts, terms and skills
- Implement basic PMP® exam question approach strategies
- Complete Sample exams using PMP® Exam Simulated questions commercially available.
- Compile an Exam strategy that will be used in the actual exam time.
- Meet the 35 hour Project Management training requirement for the PMI Talent Triangle®

Training Workshop Strategy:

The INTERACTIVE training will be based on <u>active DYNAMIC training principles</u>, where participants and the certified PMP instructor work together towards achieving course goals and objectives. Participants are encouraged to:

- ➢ Participate and engage fully during the workshop.
- ➢ Ask challenging Questions in the spirit of competitiveness.
- ➢ Be proactive in team exercises.
- ➢ Learn from collective experiences form others.

The Course Manual:

The course manual is designed to help the participants to prepare for and pass the PMP® Certificate exam and more importantly implement practically in real life environment all Project Management Processes learned in class and in line with and based on their work environment being a project-driven organization.

This study guide is developed to be used as part of the PMP® Certificate exam preparation Course. It is designed to help participants pass the PMP® Certificate exam. Tips and recommendations on this guide focus on the exam preparation strategy that focuses on The *PMBOK® Guide* – Sixth Edition as the main reference for PMP® Certificate exam preparation. This study guide should only be used as a supporting document to help participants prepare for the exam.

All practice questions on this guide are developed to help participants prepare for the PMP® exam. They are almost similar to the computerized PMP® Certificate exam questions. However, taking these practice tests will help participants assess their knowledge of The *PMBOK® Guide*, and form their perspective, can give an indication of their preparedness to take the exam.

Each participant will receive an <u>original hardcopy</u> of the *PMBOK® Guide* – Sixth Edition, issued by Project Management Institute (PMI), U.S.A. for his/her own study use. In addition, we will provide each participant with an interactive online access to over 1,600 questions (simulation model) similar to the real PMP® Certificate exam to get more confident with the type of questions, practice more and prepare for the PMP® Certificate Exam.

PMP® Exam Preparation Course Approach:

The course will follow the following training approach:

- ➢ Provide an overview of the PMP® Certificate Exam.
- ➢ Conduct a thorough review of The *PMBOK® Guide*, Sixth Edition.
- ➢ Help participants assess their preparedness to take the PMP® Certificate Exam, and the areas they need to improve in to pass.
- ➢ Help participants to become familiar with the types of exam questions to expect and to be familiar with the style, type and approach of such situational "tricky" questions.
- ➢ Provide tips and tricks for studying and passing the PMP® Certificate exam.
- ➢ Take several sample tests for each of the 10 knowledge area and the 5 project management process groups of The *PMBOK® Guide* and a Full 200 questions exam at the end of the course.

Course Material:

The main reference for this course is the *PMBOK® Guide* – Sixth Edition (Original copy) provided for each participants , in addition to Power Point Presentation. This document is intended to be a study guide, not a substitution for The *PMBOK® Guide* – Sixth Edition. This manual should be studied in conjunction with The *PMBOK® Guide -* Sixth Edition.

Workshop Overview"

> - PMP® Exam Certificate Overview
> - Tips and Tricks for studying and passing the PMP® Certificate Exam
> - The *PMBOK® Guide* chapters review.
> - The *PMBOK® Guide* chapters focus.
> - The *PMBOK® Guide* chapters practice exams.
> - Initial and final practice exam sessions.

PMP® Certificate Exam Preparation Questions:

Following are some information on the PMP® Certificate exam Preparation questions:

> - Time is not very tight. Some exam takers finish the exam in half the time and use the rest of the time for review.

> - Very minimal percentage of questions (approximately 2%) expects you to memorize The *PMBOK® Guide* processes titles, their inputs, tools & techniques, or outputs.

> - Questions on the exam fall into three main categories:
>   - Knowledge Questions: testing your knowledge of The *PMBOK® Guide*
>   - Application Questions: testing your ability to apply The *PMBOK® Guide* in real life situations and circumstances
>   - Analysis questions: testing your ability to analyze situations based on The *PMBOK® Guide*

> - About 45% of the questions on the exam are "situational questions". They test your ability to act in a real time situation based on The *PMBOK® Guide* standard. This is a test of your ability, combined with experience, in implementing well-known project management processes, more than your knowledge alone.

> - Expect questions on earned value methodology

> - Very often, you will feel one question has more than one right answer. However, there is only one "Best" answer for the question. Look for the wording of the question and it should give you a clue about which answer is the ``most`` correct one being ``best`` answer.

> - Many questions on the exam test your understanding of the subject, more than your ability to memorize. Hence, DO NOT memorize!

Tips for passing the PMP® Certificate Exam:

> ➢ Make sure you understand the material, do not just memorize it.
> ➢ The more real-life experience you have with the models and processes of The *PMBOK® Guide*, the higher the chances of passing the exam.
> ➢ You must read and reread the *PMBOK® Guide -* Sixth Edition.
> ➢ Not every true statement is a correct answer. Sometimes the exam will give you a true statement to distract you, but it is not the answer to that specific question.
> ➢ Most generalizations are incorrect. So, "always, never, must" in an answer might be an indication that it is the wrong answer. Usually more subtle statements like "often, sometimes, maybe, generally" might lead you to a more correct answer.
> ➢ Try to visit the exam site before taking the exam, if possible.
> ➢ Use the process of elimination to discard multiple choice answers that are obviously wrong.
> ➢ Remember that an answer to a question you do not know might be given in another exam question. So, as you go through the exam, keep it in the back of your mind that you might come across an answer from a previous question.
> ➢ Use all exam time. Do not leave early unless you are sure you answered and reviewed all questions.
> ➢ Make yourself familiar with the types of questions and the style of questions used by PMI.
> ➢ Get used to ambiguous questions and how to handle them properly without panic or discomfort.
> ➢ Always answer questions from PMI's perspective. Do not answer based on your opinion or personal experience. Try to use information and knowledge gained from the PM training workshop.
> ➢ Do not use grammatical context to lead you to the correct answer. Sometimes in filing the blanks, the answer might not be in the right grammatical context.
> ➢ Always read the question carefully before reading the answers. Actually, try to formulate an answer in your mind before looking at the multiple-choice answers.
> ➢ Make sure your read ALL the multiple choices, even if you think you found the answer.
> ➢ A lengthy answer is not an indication of a correct answer.
> ➢ Look for words like "best, never, first, always, most, most likely, less likely, except" Make note of these words so to remember them as you answer the question.

The Spirit of PMI:

An important criterion to passing the exam is to always remember what I call "The spirit of PMI". These are not necessarily mentioned in the *PMBOK® Guide.* However, going through The *PMBOK® Guide*, you can tell that there is a frame of mind and a set of assumptions taken about what a good project management environment should be like in an organization.

This section describes this spirit as closely as possible. So, always remember to have this spirit when attempting to answer exam questions. Following are descriptions of the spirit of PMI:

- ➢ Have a good understanding of the project manager role from the PMI's perspective. Remember that the project manager must be proactive not reactive in applying effective project management practices.
- ➢ Work Breakdown Structure (WBS) is important for every project and they are very beneficial for all stakeholders.
- ➢ Historical information from past projects are kept and then used in new projects. This information includes duration estimates, task definitions, actual and estimated durations, costs, risks identified, etc.
- ➢ Remember the need for a management plan for the following: time, cost, quality, risk, etc. These plans help you define how you will manage every aspect on your project all integrated together in one framework, project management plan.
- ➢ Everything should be coordinated with stakeholders on a project. Stakeholders' expectations must be managed by the project manager.
- ➢ All roles and responsibilities must be clearly assigned to specific individuals on the project so each project team member knows who does what.
- ➢ A Project Management Plan (PMP) is more than just a Bar Chart or (WBS).
- ➢ Remember the need for monitoring and control of your project. You must have a plan to monitor and control: Cost Schedule, Scope, Risk…etc. These plans are created during planning process group.
- ➢ Project Management Processes help improve the probability of success for projects. Always remember the reason we use each process and the benefits reaped from proper use and implementation of each process (total 49 processes).
- ➢ Kick-off meetings are meeting of all parties involved in project. It is held at the end of a planning phase to ensure all are aware of their roles and responsibilities and tasks. It should also include the Customer or the End User. It is considered a communication and coordination meeting between all key stakeholders.

SECTION II: COURSEP OUTLINE (5DAYS)

Project Management Institute, *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* – Sixth Edition, Project Management Institute, Inc. 2017.

DAY ONE:

Overview Project Management Fundamentals/Principles:
- The *PMBOK® Guide* – an overview
- What do we mean by Project, Program; Portfolio and operations management?
- Definition of Project Management

The Environment in which Projects Operate
- Enterprise Environmental Factors (EEF) internal to the Organization
- Enterprise Environmental Factors (EEF) external to the Organization
- Organization Process Assets (OPA)
- Processes, policies, and procedures
- Organizational knowledge bases
- Organizational Structure Types
- Organizations and Project Life Cycle
- How Organizations influence the Application of Project Management?
- Project Stakeholders and their Active Role in Project Management
- Project Team vs. Project Management team
- Project Life Cycle vs. Product Life Cycle – what is the Difference?

The Role of the Project Manager
- Project Manager Competences
- Project Manager Skills
- Performing Integration and its three different levels
  - a. Process Level
  - b. Cognitive Level
  - c. Context Level

The Project Management Process Groups for a Project:
- Project Management Process Groups
- Process Groups Interactions
  - ➤ Initiating Process Group
  - ➤ Planning Process Group
  - ➤ Executing Process Group
  - ➤ Monitoring and Controlling Process Group
  - ➤ Closing Process Group

The Project Management Ten (10) Knowledge Areas

☐ **Module 1: Project Integration Management**
- Develop Project Charter
- Develop Project Management Plan
- Direct and Manage Project Work
- Manage Project Knowledge
- Monitor and Control Project Work

- Perform Integrated Change Control
- Close Project or Phase

Daily Individual & Group Exercises

DAY TWO

☐Module 2: Project Scope Management

- Plan scope Management
- Collect Requirements
- Define scope
- Create WBS
- Validate scope
- Control scope

☐Module 3: Project Schedule Management

- Plan Schedule Management
- Define Activities
- Sequence Activities
- Estimate Activity Duration
- Develop Schedule
- Control Schedule

Daily Individual & Group Exercises

DAY THREE

☐Module 4: Project Cost Management

- Plan Cost Management
- Estimate Costs
- Determine Budget
- Control Costs

☐Module 5: Project Quality Management

- Plan Quality Management
- Manage Quality
- Control Quality

Daily Individual & Group Exercises

DAY FOUR

☐Module 6: Project Resource Management

- Plan Resource Management
- Estimate Activity Resources

- Acquire Resources
- Develop Team
- Manage Team
- Control Resources

☐Module 7: Project Communications Management

- Plan Communications Management
- Manage Communications
- Monitor Communications

Daily Individual & Group Exercises

DAY FIVE

☐Module 8: Project Risk Management

- Plan Risk Management
- Identify Risks
- Perform Qualitative Risk Analysis
- Perform Quantitative Risk Analysis
- Plan Risk Response
- Implement Risk Responses
- Monitor Risks

☐Module 9: Project Procurement Management

- Plan Procurement Management
- Conduct Procurements
- Control Procurements

☐ Module 10: Project Stakeholder Management

- Identify Stakeholders
- Plan Stakeholder Engagement
- Manage Stakeholder Engagement
- Monitor Stakeholder Engagement

Daily Individual & Group Exercises

Professional Responsibility and Ethical Conduct

As a PMP® recognized Project Management Professional (PMP)®, the participants agree to support and adhere to the responsibilities described in the PMI's PMP® Code of Professional Conduct, namely, responsibilities to the profession and responsibilities to customers and the public. It is part of the PMP® Exam and participants should recognize the importance of having a Code of Professional Conduct and Ethics.

Course Format:

- Adopt engaging and interactive style ``classroom lectures`` 7 hours per day of training to introduce and practice the new topics and PM processes and to ensure common understanding of the basics of PM processes among all the participants;

- Present topics in very DYNAMIC and INTERACTIVE environment with discussions, feedback, and constructive debate and Q/A sessions between the presenter and the participants with real life situations and examples drawn from the participants specific work environment and current projects in hand;

- Encourage challenging questions and answers Q/A sessions among the participants with the spirit of competitiveness;

- Engage the participants with both individual and group/team exercises; and;

- Conduct initial project management knowledge assessment test at beginning and end of the workshop to gauge gained knowledge and practical understanding and implementation of the PM processes as described in the *PMBOK® Guide*.

PRESENTER:

Dr. Jamal F. AlBahar, PMP, VMA
Registered Arbitrator; Member: PMI, CMAA, AACE, AAA, PMA, CSI, SAVE

Dr. AlBahar, President of PROMIS- Project Management Engineering Systems, is an expert in construction contracts and claims analysis and project management tools and techniques. His recent consulting work is focusing on analysis of delay claims using CPM schedules and amicable settlement of disputes between Clients and Contractors. Dr. AlBahar is a frequent regional and international speaker on all subjects related to project management, construction contracts, tendering procedures, claims analysis and evaluation, contract administration and management, and value engineering.

Dr. AlBahar is a registered arbitrator in the Emirate of Dubai, U.A.E., the State of Kuwait, and was a full time professor at Kuwait University where he taught project management, contracts and specifications, construction management, construction methods, surveying, legal, social and ethical aspects of engineering. He was formerly a marketing and business development manager for Morrison Knudsen Corporation in San Francisco, California

Dr. AlBahar has conducted over 600 public and in-house training courses in the last 27 years on subjects related to Project Management, Contracts Management, Claims Analysis and Disputes Resolution, PMP Exam Preparation Workshops, Value Engineering, Budgeting and Cost Estimating & Control, Effective Project Site Administrative Procedures & Management, and Project Risk Management. His most recent consulting agreement, and as part of team, was to review and rewrite the General Conditions of Contracts and Consultancy Agreement (both General and Particular) for Dubai Municipality and Public Works in Abu Dhabi. He is a Contract Advisor for Qatar Petroleum, Doha, Qatar. He is a Risk Management Consultant/Specialist and a Registered Arbitrator for Construction Claims and Disputes.