

# PMI<sup>®</sup> Authorized PMP<sup>®</sup> Exam Prep

Version 3.0 | January 2023 Release

## Course Outline with Exam Content Outline References

### Lesson 1: Business Environment

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#### 1A Foundation

- Foundational project management concepts
- Project management principles
- The Agile mindset
- Tailoring – hybrid approaches, processes and practices in project management

#### 1B Strategic Alignment

- Define strategic alignment and business acumen
- Follow guidelines for effective business decision-making
- Explore organizational influences on projects
- Explain how projects align with broader organizational strategy and global trends

#### 1C Project Benefits and Value

- 3.2. Evaluate and deliver project benefits and value**
  - Investigate that benefits are identified (3.2.1)
  - Evaluate delivery options to deliver value (3.2.4)
- 2.1. Execute project with the urgency required to deliver business value**
  - Assess opportunities to deliver value incrementally (2.1.1)

#### 1D Organizational Culture and Change Management

- 3.4. Support organizational change**
  - Assess organizational culture (3.4.1)
  - Evaluate impact of organization change to project, and determine required actions (3.4.2)
  - Evaluate impact of the project to the organization and determine required actions (3.4.3)

#### 1E Project Governance

- 2.14. Establish project governance structure**
  - Determine appropriate governance for a project (e.g., replicate organization governance) (2.14.1)
  - Define escalation paths and thresholds (2.14.2)

## 1F Project Compliance

### 3.1 Plan and manage project compliance

- Confirm project compliance requirements (e.g., security, health and safety, regulatory compliance (3.1.1)
- Classify compliance categories (3.1.2)
- Analyze the consequences of non-compliance (3.1.5)

## Lesson 2: Start the Project

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### 2A Identify and Engage Stakeholders

- 1.9 Collaborate with stakeholders**
  - Evaluate engagement needs for stakeholders (1.9.1)
- 2.4 Engage stakeholders**
  - Analyze stakeholders (power interest grid, influence, impact) (2.4.1)
  - Categorize stakeholders (2.4.2)
  - Develop, execute, and validate a strategy for stakeholder engagement (2.4.4)
- 2.2 Manage communications**
  - Analyze communication needs of all stakeholders (2.2.1)
  - Determine communication methods, channels, frequency, and level of detail for all stakeholders (2.2.2)

### 2B Team Formation

- 1.4 Empower team members and stakeholders**
  - Organize around team strengths (1.4.1)
- 2.16 Ensure knowledge transfer for project continuity**
  - Discuss project responsibilities within team (2.16.1)
  - Outline expectations for working environment (2.16.2)
- 1.11 Engage and support virtual teams**
  - Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) (1.11.1)
  - Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement (1.11.2)

### 2C Build Shared Understanding

- 1.2 Lead a team**
  - Set a clear vision and mission (1.2.1)
- 1.8 Negotiate project agreements**
  - Analyze the bounds of the negotiation for agreement (1.8.1)
  - Assess priorities and determine ultimate objective(s) (1.8.2)
  - Determine a negotiation strategy (1.8.5)
  - Participate in agreement negotiations (1.8.4)
- 1.10 Build shared understanding**
  - Survey all necessary parties to reach consensus (1.10.2)
  - Support outcome of parties' agreement (1.10.3)
- 1.12 Define team ground rules**
  - Communicate organizational principles with team and external stakeholders (1.12.1)
  - Establish an environment that fosters adherence to ground rules (1.12.2)

## 2D Decide Project Approach/Methodology

### **2.13 Determine appropriate project methodology/methods and practices**

- Assess project needs, complexity, and magnitude (2.13.1)
- Recommend project execution strategy (e.g., contracting, financing) (2.13.2)
- Recommend a project methodology/approach (i.e., predictive, agile, hybrid) (2.13.3)

## Lesson 3: Plan the Project

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### 3A Planning Projects

- Differentiation of Planning for Predictive vs Adaptive Approaches

### 3B Scope

- 2.1 Execute project with the urgency required to deliver business value**
  - Support the team to subdivide Project tasks as necessary to find the minimum viable product (2.1.3)
- 2.8 Plan and manage scope**
  - Predictive vs Adaptive approach for scope
  - Determine and prioritize requirements (2.8.1)
  - Break down scope (e.g., WBS, backlog) (2.8.2)
- 2.17 Plan and manage project/phase closure or transitions**
  - Determine criteria to successfully close the project or phase (2.17.1)

### 3C Schedule

- 2.6 Plan and manage schedule**
  - Predictive vs Adaptive approach for schedule
  - Estimate project tasks (milestones, dependencies, story points) (2.6.1)
  - Utilize benchmarks and historical data (2.6.2)
  - Prepare schedule based on methodology (2.6.3)

### 3D Resources

- 1.6 Build a team**
  - Deduce project resource requirements (1.6.2)
- 2.11 Plan and manage procurement (resources)**
  - Define resource requirements and needs (2.11.1)
  - Communicate resource requirements (2.11.2)
  - Manage suppliers/contracts (2.11.3)
  - Plan and manage procurement strategy (2.11.4)
  - Develop a delivery solution (2.11.5)

## 3E Budget

### 2.5 Plan and manage budget and resources

- Estimate budgetary needs based on the scope of the project and lessons learned from past projects (2.5.1)
- Anticipate future budget challenges (2.5.2) Plan and manage resources (2.5.4)

## 3F Risks

### 2.3 Assess and manage risks

- Determine risk management options (2.3.1)
- Iteratively assess and prioritize risks (2.3.2)

### 3.1 Plan and manage project compliance

- Determine necessary approach and action to address compliance needs (risk, legal) 3.1.6)
- Determine potential threats to compliance (3.1.3)

## 3G Quality

### 2.7 Plan and manage quality of products/deliverables

- Determine quality standard required for project deliverables (2.7.1)

### 3.1 Plan and manage project compliance

- Use methods to support compliance (3.1.4)
- Measure the extent to which the project is in compliance (3.1.7)

## 3H Integrate Plans

### 2.9 Integrate project planning activities

- Consolidate the project/phase plans (2.9.1)
- Assess consolidated project plans for dependencies, gaps, and continued business value (2.9.2)
- Analyze the data collected (2.9.3)
- Collect and analyze data to make informed project decisions (2.9.4)
- Determine critical information requirements (2.9.5)

### 2.10 Manage project changes

- Determine strategy to handle change (2.10.2)

## Lesson 4: Lead the Project Team

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### 4A Craft Your Leadership Style

#### **1.2 Lead a team**

- Value servant leadership (e.g., relate the tenets of servant leadership to the team) (1.2.3)
- Determine an appropriate leadership style (e.g., directive, collaborative) (1.2.4)
- Distinguish various options to lead various team members and stakeholders (1.2.7)

#### **1.11 Engage and support virtual teams**

- Implement options for virtual team member engagement (1.11.3)

### 4B Create a Collaborative Project Team Environment

#### **2.12 Manage project artifacts**

- Determine the requirements (what, when, where, who) for managing the project artifacts (2.12.1)
- Validate that the project information is kept up to date (i.e., version control) and accessible to all stakeholders (2.12.2)

### 4C Empower the Team

#### **1.2 Lead a team**

- Support diversity and inclusion (e.g., behavior types, thought process) (1.2.2)
- Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) (1.2.5)

#### **1.4 Empower team members and stakeholders**

- Determine and bestow level(s) of decision-making authority (1.4.4)

### 4D Support Team Member Performance

#### **1.3 Support team performance**

- Appraise team member performance against key performance indicators (KPIs) (1.3.1)
- Support and recognize team member growth and development (1.3.2)
- Determine appropriate feedback approach (1.3.3)
- Verify performance improvements (1.3.4)

#### **1.14 Promote team performance through the application of emotional intelligence**

- Assess behavior through the use of personality indicators (1.14.1)
- Analyze personality indicators and adjust to the emotional needs of key project stakeholders (1.14.2)

## 4E Communicate and Collaborate with Stakeholders

- 2.2 Manage communications**
  - Communicate project information and updates effectively (2.2.3)
  - Confirm communication is understood and feedback is received (2.2.4)
- 1.2 Lead a team**
  - Analyze team members and stakeholders influence (1.2.6)
- 2.4 Engage stakeholders**
  - Engage stakeholders by category (2.4.3)
- 1.9 Collaborate with stakeholders**
  - Optimize alignment between stakeholder needs, expectations, and project objectives (1.9.2)
  - Build trust and influence to accomplish project objectives (1.9.3)
- 3.2 Evaluate and deliver project benefits and value**
  - Apprise stakeholders of value gained by the project (3.2.5)

## 4F Train Team Members and Stakeholders

- 1.6 Build a team**
  - Appraise stakeholder skills (1.6.1)
- 1.5 Ensure team members/stakeholders are adequately trained**
  - Determine required competencies and elements of training (1.5.1)
  - Determine training options on training needs (1.5.2)
  - Allocate resources for training (1.5.3)
  - Measure training outcomes (1.5.4)
- 1.13 Mentor relevant stakeholders**
  - Allocate the time for coaching mentoring (stakeholders) (1.13.1)
  - Recognize and act on coaching mentoring opportunities (1.13.2)

## 4G Manage Conflict

- 1.1 Manage conflict**
  - Interpret the source and stage of the conflict (1.1.1)
  - Analyze the context for the conflict (1.1.2)
  - Evaluate/recommend/reconcile the appropriate conflict resolution solution (1.1.3)
- 1.12 Define team ground rules**
  - Discuss and rectify ground rule violations (1.12.3)
- 1.10 Build shared understanding**
  - Investigate potential misunderstandings (1.10.4)
  - Break down situations to identify the root cause of a misunderstanding (1.10.1)



## Lesson 5: Support Project Team Performance

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### 5A Implement Ongoing Improvements

#### Continuous Improvement

- Plan Continuous Improvement Methods, Procedures, and Tools
- Assess CI framework
- Plan CI methods, procedures, tools
- Recommend/Execute CI steps

### 5B Support Performance

#### 2.2 Manage communications

- Communicate project information and updates effectively (2.2.3)
- Confirm communication is understood and feedback is received (2.2.4)

#### 1.4 Empower team members and stakeholders

- Support team task accountability (1.4.2)
- Evaluate demonstration of task accountability (1.4.3)

#### 1.6 Build a team

- Continuously assess and refresh team skills to meet project needs (1.6.3)
- Maintain team and knowledge transfer (1.6.4)

#### 1.11 Engage and support virtual teams

- Continually evaluate effectiveness of virtual team member engagement (1.11.4)

#### 2.11 Manage project artifacts

- Continually assess the effectiveness of the management of the project artifacts (2.12.3)

#### 2.13 Determine appropriate project methodology/methods and practices

- Use iterative, incremental practices throughout the project life cycle (e.g., lessons learned, key stakeholder engagement, risk) (2.13.4)

## 5C Evaluate Project Progress

- 2.8 Plan and manage scope**
  - Monitor and validate scope (2.8.3)
- 2.6 Plan and manage schedule**
  - Measure ongoing progress based on methodology (2.6.4)
  - Modify schedule, as needed, based on methodology (2.6.5)
  - Coordinate with other projects and other operations (2.6.6)
- 2.5 Plan and manage budget and resources**
  - Monitor budget variations and work with governance process to adjust as necessary (2.5.3)
- 2.1 Execute project with the urgency required to deliver business value**
  - Examine the business value throughout the project (2.1.2)
- 2.7 Plan and manage quality of products/deliverables**
  - Recommend options for improvement based on quality gaps (2.7.2)
  - Continually survey project deliverable quality (2.7.3)

## 5D Manage Issues and Impediments

- 2.15 Manage project issues**
  - Recognize when a risk becomes an issue (2.15.1)
  - Attack the issue with the optimal actions to achieve project success (2.15.2)
  - Collaborate with relevant stakeholders on the approach to resolve the issues (2.15.3)
- 1.7 Address and remove impediments, obstacles, and blockers for the team**
  - Determine critical impediments, obstacles, and blockers for the team (1.7.1)
  - Prioritize critical impediments, obstacles, and blockers for the team (1.7.2)
  - Use network to implement solutions to remove impediments, obstacles, and blockers for the team (1.7.3)
  - Re-assess continually to ensure impediments, obstacles and blockers for the team are being addressed (1.7.4)

## 5E Manage Changes

### **3.3 Evaluate and address external business environment changes for impact on scope**

- Survey changes to external business environment (e.g., regulations, technology, geopolitical, market) (3.3.1)
- Assess and prioritize impact on project scope/backlog based on changes in external business environment (3.3.2)
- Recommend options for scope/backlog options (e.g., schedule, cost changes) (3.3.3)
- Continually review external business environment for impacts on project scope/backlog (3.3.4)

### **2.10 Manage project changes**

- Anticipate and embrace the need for change (e.g., follow change management practices (2.10.1)
- Execute change management strategy according to the methodology (2.10.3)
- Determine a change response to move the project forward (2.10.4)

## Lesson 6 Close the Project/Phase

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### 6A Project/Phase Closure

- 1.8 Negotiate project agreements**
  - Verify objective(s) of the project agreement is met (1.8.3)
- 2.17 Plan and manage project/phase closure or transitions**
  - Validate readiness for transition (e.g., operations team or next phase) (2.17.2)
  - Conclude activities to close out project or phase (e.g., final lessons learned, retrospectives, procurement, financial, resources) (2.17.3)

### 6B Benefits Realization

- 3.2 Evaluate and deliver project benefits and value**
  - Document agreement on ownership for ongoing benefit realization (3.2.2)
  - Verify measurement system is in place to track benefits (3.2.3)

### 6C Knowledge Transfer

- 2.16 Ensure knowledge transfer for project continuity**
  - Confirm approach for knowledge transfers (2.16.3)