

Project Management Professional Certification



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Agenda

- Session 1: Introduction to PMP
 - Exam
- Session 2: Introduction to Project Management
 - Theory
- Midterm quiz + Endterm quiz + Final Project(max 2 st.)
- Syllabus will be sent by the end of the week

Please, if you have any questions, feel free to email me asselbayk@gmail.com

PMP® Exam

- Consists of 200 multiple-choice questions
- 4 choice per question
- Total 4 hours (inclusive of breaks)
- Randomly generated from 5000 questions
- 25 random pretest questions
- Passing score – 106/175 – ~61%

Questions Distribution

Process Group	%	Number of Questions
Initiation	11	22
Planning	23	46
Execution	27	54
Monitoring & Controlling	21	42
Closing	9	18
Professional and Social Responsibility	9	18
Total	100%	200

Question types

- Definitions
- Inputs, Outputs, and Tools & Techniques
- Network Diagram Calculations
- Scenario and Situational
- Fill in the blanks
- Formula Related Calculations

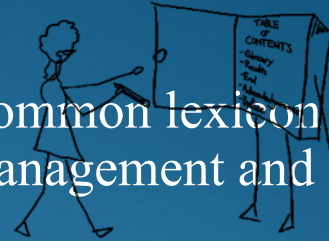
Good exam practices

- Read the question carefully
- Read the last sentence first in long questions
- Formulate an answer before looking at the answers
- Read all four answers
- Use Process of Elimination rule
- Once you select an answer stick to it
- Always look for “PMP Key Words”
- Stuck – Move and come back at the end
- Answer all questions
- Break

Introduction to Project Management



Learning Objectives



- Purpose of the PMBOK® - is to provide and promote a common lexicon (standard) for discussing, writing, and applying Project Management and it is published by the Project Management Institute® (PMI)
- Discuss the relationship between project, program, and portfolio management
- Understand the growing need for better project management
- Discuss the relationship between Project Management, Operations Management, and Organizational Strategy
- Describe project management and discuss key elements of the project management framework
- Understand the role of the project manager

What is a Project?

- A **project** is “a temporary endeavor undertaken to create a unique product, service, or result” (PMBOK® Guide, Fifth Edition)
 - Temporary - not on-going
 - Has a definite beginning and a definite end
 - Unique product or service - not a commodity or ongoing operation
 - Can be a subset of a larger program or a stand-alone effort
 - Requires coordination of tasks and resources
- Projects can be large or small and take a short or long time to complete
- Organizations performing projects usually divide each project into several project phases
- The characteristics of the product or service of the project are determined incrementally, and are continually refined and worked out in detail as the project progresses

Examples of IT Projects

- A technician replaces ten laptops for a small department
- A small software development team adds a new feature to an internal software application for the finance department
- A college campus upgrades its technology infrastructure to provide wireless Internet access across the whole campus
- A cross-functional task force in a company decides what Voice-over-Internet-Protocol (VoIP) system to purchase and how it will be implemented

Project Stakeholders

- **Stakeholders** are the people involved in or affected by project activities
- Stakeholders include:
 - The project sponsor
 - The project manager
 - The project team
 - Support staff
 - Customers
 - Users
 - Suppliers
 - Opponents to the project

Process

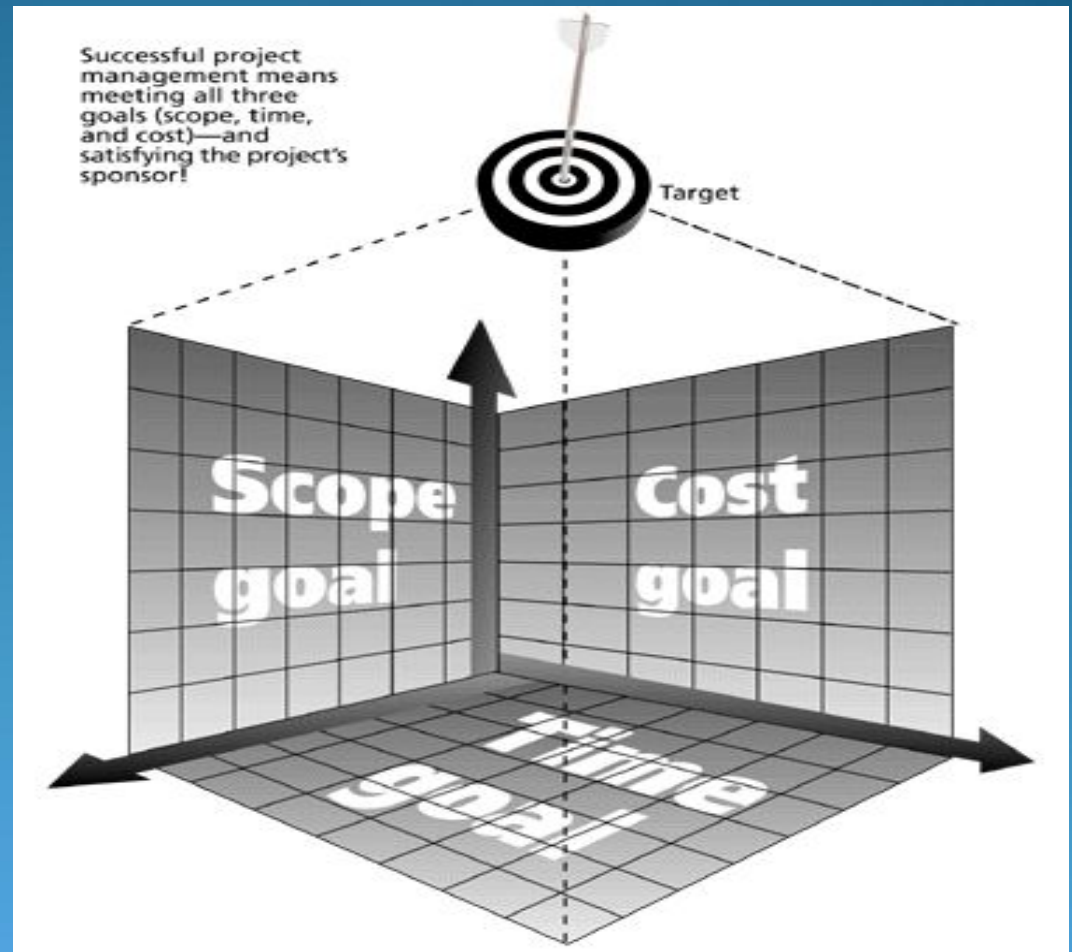
- A series of actions bringing about a result
- Project Management Process
 - Describe, organize and complete the work of the project
 - The purpose is to initiate, plan, execute, monitor and control, and close a project
 - It is common to most projects
- Project management processes and Product oriented processes overlap and interact throughout the project
- Example
 - Creating a New Course is an end product
 - Writing course material is one project
 - Creating graphics is another project
 - Marketing is another project

What is Project Management?

- **Project management** is “the application of knowledge, skills, tools and techniques to project activities to meet project requirements” (PMBOK® Guide, Fifth Edition)
- Project managers strive to meet the **triple constraint** by balancing project scope, time, and cost goals

The Triple Constraint of Project Management

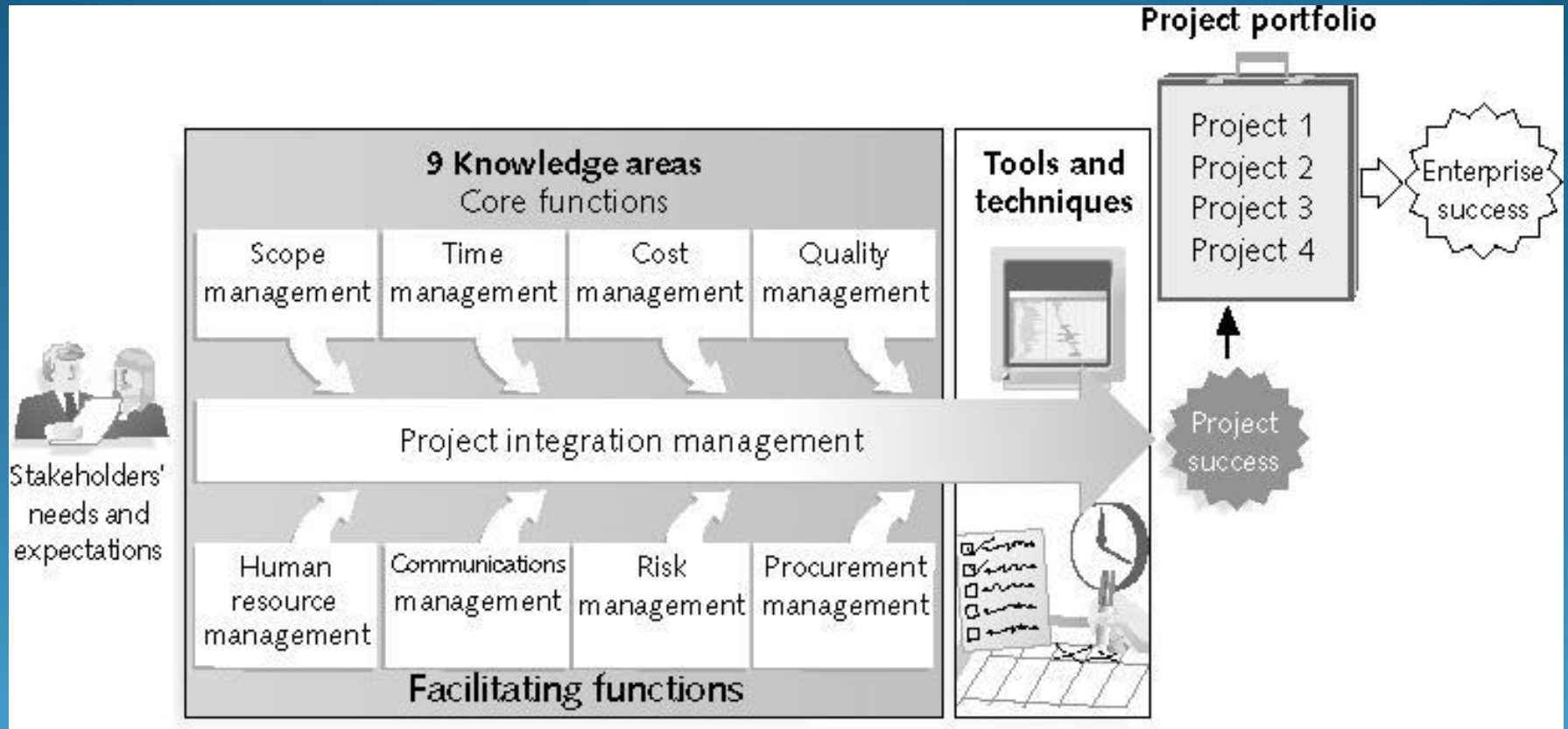
Successful project management means meeting all three goals (scope, time, and cost) – and satisfying the project's sponsor!



Five Project Management Process Areas

- Initiating: Recognize the need and commit to action
- Planning: Create and maintain a plan to accomplish the work
- Executing: Coordinate resources to implement the plan
- Monitoring & Controlling: Monitor and measure progress; take corrective actions as needed
- Closing: Formalize project completion

Project Management Framework



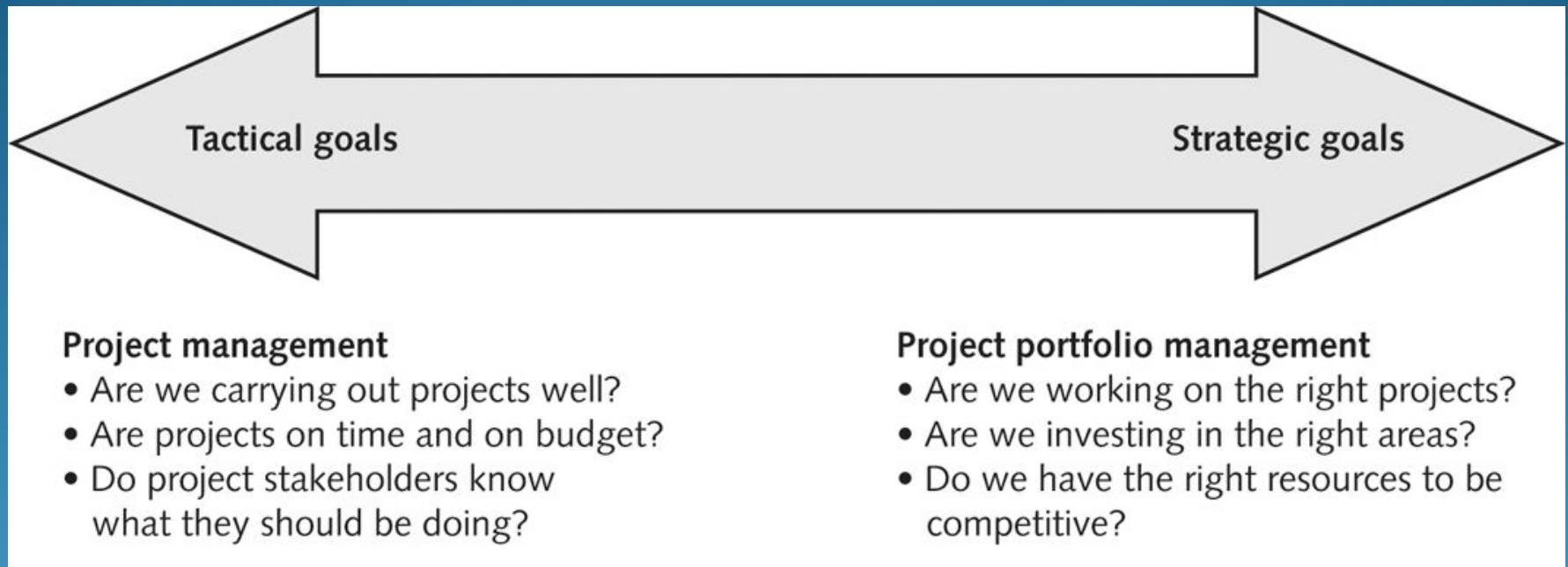
Project Management Tools and Techniques

- **Project management tools and techniques** assist project managers and their teams in various aspects of project management
- Some specific ones include:
 - Project charter, scope statement, and WBS (scope)
 - Gantt charts, network diagrams, critical path analysis, critical chain scheduling (time)
 - Cost estimates and earned value management (cost)

Benefits of Program Management

- Provides a single focal point for managing scope, budget, and schedule for multiple interdependent projects.
- Reduces IS costs (from lumping multiple small projects into single releases. A release is now the “project.”)
- Lowers risk of quality problems in production.
- Enables system testing on all changes (functionality, architecture, hardware, software, defects, etc.)
- Keeps concurrent projects from stepping over each other.
- Facilitates changes to application interface

Project Management Compared to Project Portfolio Management



- As part of project portfolio management, organizations group and manage projects and programs as a portfolio of investments that contribute to the entire enterprise's success

Projects Vs Operations

- Projects end when their objectives have been reached or the project has been terminated
- Operations is work done to sustain the business
- Intersect:
 - At each closeout phase;
 - When developing a new product, upgrading a product, or expanding outputs;
 - While improving operations or the product development process; or
 - Until the end of the product life cycle

Project Success

- There are several ways to define project success:
 - The project met scope, time, and cost goals
 - The project satisfied the customer/sponsor
 - The results of the project met its main objective, such as making or saving a certain amount of money, providing a good return on investment, or simply making the sponsors happy

What Helps Projects Succeed?*

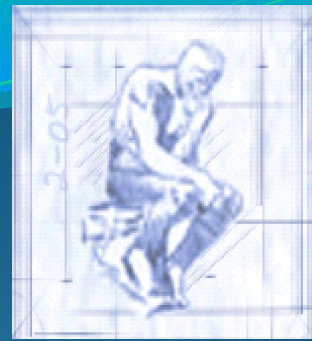
1. Executive support
2. User involvement
3. Experienced project manager
4. Clear business objectives
5. Minimized scope
6. Standard software infrastructure
7. Firm basic requirements
8. Formal methodology
9. Reliable estimates
10. Other criteria, such as small milestones, proper planning, competent staff, and ownership

*The Standish Group, "Extreme CHAOS," (2001).

Project Management Knowledge - Who Needs It?

- Project Managers
 - Increase the chance of successfully meeting time, cost, scope, and quality parameters
- Developers, Analysts, Architects, Other Team Members
 - Understand their role in the larger context of an entire project
- Directors and Senior Management
 - Understand the impact of commitments to projects.
- Clients, Non-Technical Project Participants
 - Understand the impact of changing requirements on cost and schedule
- Everyone
 - Understand the complexities of managing a project

Project Manager



- A Project Manager leads and is accountable for meeting customer requirements and obtaining the results of the project segment, unit or deliverable assigned.
- A Project Manager participates in or responsible for project planning as well as identifies, estimates and presents cost, schedule, business and technical risk for project segment, unit or deliverable assigned.
- A Project Manager is responsible for their financial baseline and its impacts to project costs and expenses

Skills & Experience Expected from a Project Manager

● Relationship and Leadership

- Perform effective negotiations
- Apply communication skills
- Use problem solving techniques
- Apply organizational change techniques
- Manage stakeholder relationships
- Lead teams

● Business

- Analyze customer business environment
- Perform strategic planning
- Perform business development
- Develop agreements, proposals, and contracts
- Apply business controls requirements
- Perform program management

● Develop and Manage Project Phases

- Develop project management system
- Perform project management system execution
- Manage project finances
- Manage project risks
- Manage project change
- Manage project quality
- Manage project resources
- Perform project closing activities

Summary

- A project is a temporary endeavor undertaken to create a unique product, service, or result
- Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements
- A program is a group of related projects managed in a coordinated way
- Project portfolio management involves organizing and managing projects and programs as a portfolio of investments
- Project managers play a key role in helping projects and organizations succeed
- The project management profession continues to grow and mature

Q & A