



Five-Day Schedule and Course Content

The following sequence is suggested to balance out the material over five sessions. Note that Chapter 10 is placed with Chapters 12 and 13 on Day 5.

	Course Chapters	Content
DAY 1	Chapter 1 – Course	Introductions and housekeeping
	Introduction, Study Tips and	Course objectives
	Assessment Exam Pre-test	Course materials
		• Table of contents
		• Assessment exam pre-test
		• Study tips
		o Objectives
		• Steps to become certified
		Recertification
		• Exam specifications
		Applying for certification
		• At the exam center
		• Step by step plan for PMP [®] success
		 Study plan
		• Assessment plan
		• PMP [®] exam contents
		• Study and exam tips
		Formulas and equations
		Brain dump
		CPC study aids
DAY 1	Chapter 2 – Overview &	Overview & Environment
	Environment (covers	 Objectives and overview
	<i>PMBOK</i> [®] <i>Guide</i> , sections 1	• Getting to know the <i>PMBOK</i> [®] <i>Guide</i>
	and 2)	• Achieve PMP [®] Success chapter 2 preview
		Code of Ethics and Professional Conduct
		Projects and products
		 Projects, programs and portfolios
		 Operations and project management
		Projects life cycles
		o Predictive
		• Adaptive
		• Iterative and incremental
		o Hybrid
		• Project phases
		Project Management Process groups
		 Initiating process group
		Planning process groupExecuting process group
		 Executing process group Monitoring and controlling process group
		1 O Monitoring and controlling process group





ter Institute		Core Performance Concepts
	Course Chapters	Content
	Course Chapters	Content • Closing process group • The 10 Knowledge Areas • Project management processes • Process characteristics and categories • Process interactions • The Key Process Flow Relationship Map • Project management data and information • Tailoring the project • Project constraints • Project constraints • Project management business documents • The business case • The benefits management plan • Project success measures • Financial profitability measures • Present value (PV) • Net present value (NPV) • Internal rate of return (IRR) • Payback period (PBP) • Return on investment (ROI) • Benefits cost ration (BCR) • Financial measures and project selection • Other financial terms • Conducting a benefits analysis • The environment in which projects operate • Project influence
		o PMO
		Chapter review
		Sample Overview & Environments questions
DAY 1	Chapter 3 – The Role of the Project Manager	 Sample Overview & Environments questions The Role of the Project Manager Objectives and chapter preview
		• The role of the project manager
		• Sphere of influence
		Project manager competencies
		Getting things done
		• Types of power
		Leadership and management
		Leadership styles
		Performing integration
		• Integration and complexity
		Chapter review





	Course Chapters	Cont	ent
	•	•	Sample Role of the Project Manager questions
DAY 2	Chapter 4 – Integration	•	Integration Management
			o Objectives, chapter preview, and processes
			overview
		•	Tools and techniques preview
		•	Integration management concepts
		•	Develop Project Charter process
			o Detailed process flow
			• Tools and techniques
			o Assumption log
			• The project charter
		•	Develop Project Management Plan process
			 Detailed process flow
			 Tools and techniques
			 The project management plan
			• Plan integration
			 Subsidiary plans
			o Baselines
			 Additional project management plan
			components
			 Plans versus documents
		•	Direct and Manage Project Work process
			• Detailed process flow
			• Directing and executing the work
			• Project management information system
			(PMIS)
			o Deliverables
			Issues logWork performance data
			 Change requests Manage Project Knowledge process
		•	 Detailed process flow
			 Knowledge management
			 Knowledge versus information
			 Lessons learned register
		•	Monitor and Control Project Work process
			 Detailed process flow
			 Monitoring and controlling overview
			 Tools and techniques
			 Variance and trend analysis
			 Work performance reports
		•	Perform Integrated Change Control process
			 Detailed process flow
			 O Change management
			 Change control tools
			 Change requests





der Institute		Core Performance Concepts
	Course Chapters	Content
		 Change control board (CCB) Approved change requests Close Project or Phase process Detailed process flow Closing the project or phase Close project or phase outputs Considerations application scenario for tailoring, agile, trends and interpersonal skills Chapter review
		Sample Integration questions
DAY 2	Chapter 5 – Scope	 Scope Management Objectives, chapter preview, and processes overview Tools and techniques preview Scope management concepts Product versus project scope Project life cycles and scope Plan Scope Management process Detailed process flow Tools and techniques Scope management plan Requirements management plan Collect Requirements process Detailed process flow Tools and techniques Requirements documentation Requirements traceability matrix Define Scope process Detailed process flow Tools and techniques Requirements traceability matrix Define Scope process Detailed process flow Tools and techniques Project scope statement Requirements output comparison Create WBS process Detailed process flow Tools and techniques Decomposition Work breakdown structure (WBS), example, components, levels, WBS dictionary WBS and agile Scope baseline Validate Scope process Detailed process flow Tools and techniques Scope baseline





	Course Chapters	Content
		information
		Control Scope process
		• Detailed process flow
		• Tools and techniques
		• Variance analysis
		 Controlling scope changes
		• Process outputs
		• Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		Chapter review
		Sample Scope questions
DAY 3	Chapter 6 – Schedule	Schedule Management
		• Objectives, chapter preview, and processes
		overview
		• Schedule management concepts
		• The 5 schedule planning processes overview
		Plan Schedule Management process
		• Detailed process flow
		 Tools and techniques
		 Schedule planning processes review
		 Schedule management plan
		Define Activities process
		 Detailed process flow
		 Detailed process flow
		• From scope to activities
		 Rolling wave planning
		 Define activity outputs
		 Schedule planning processes review
		Sequence Activities process
		• Detailed process flow
		• Tools and techniques
		 Precedence diagramming method (PDM)
		 Dependency relationships analysis and exercise
		 Dependency relationships unaryous and exercise Leads and lags
		 Schedule planning processes review
		 Project network diagram
		Estimate Activity Durations process
		• Detailed process flow
		• Estimating durations considerations
		• Tools and techniques
		 Analogous estimating
		• Parametric estimating
		• Three-point estimating
		 Standard deviation
		 Duration estimating exercise
		 Schedule planning processes review





ar Institute		Core Performance Concepts
	Course Chapters	Content
		 Duration estimates
		 Basis of estimates
		Develop Schedule process
		• Detailed process flow
		 Tools and techniques
		• Critical path method concept development and
		calculations exercise
		 Resource optimization and leveling
		 Schedule compression
		• Steps to crash a schedule and exercise
		 Agile release planning
		 Reserve analysis
		 Schedule planning processes review
		 Schedule baseline and project schedule
		Control Schedule process
		=
		Detailed process flowControl schedule concepts
		-
		• Control schedule and agile
		• Tools and techniques
		• Earned value analysis terms
		• Iteration burndown chart
		 Work performance information and schedule forecasts
		• Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		• Study tip
		Chapter review
		 Sample Schedule questions
DAY 3	Chapter 7 – Cost	
DAIS	Chapter 7 – Cost	Cost Management Objectives shorter analysis and analysis
		• Objectives, chapter preview, and processes
		overview
		Plan Cost Management process
		• Detailed process flow
		• Project cost planning overview
		• Data analysis techniques
		• Cost management plan
		Estimate Costs process
		• Detailed process flow
		• Estimating and pricing
		• Range of estimates
		 Cost estimating tools and techniques
		 Analogous estimating and exercise
		 Parametric estimating and exercise
		 Bottom-up estimating
		 Three-point estimating and exercise
		 Standard deviation





" Institute		Core Performance Concepts
	Course Chapters	Content
	Course Chapters	Content Project cost planning review Cost estimates and basis of estimates Determine Budget process Detailed process flow Cost baseline Budget and schedule integration Cost aggregation, cumulative time-phase budget, and S-curve Management and contingency reserves Project funding requirements Control Costs process Detailed process flow Performance measurement baseline (PMB) PMB and earned value analysis (EVA) Earned value analysis EVA terms, measurement techniques and formulas EVA concept development example & exercise S-curve example EVA for forecasting, EAC and TCPI Study tips and practice Considerations application scenario for tailoring, agile, trends and interpersonal skills
DAY 4	Chapter 8 – Quality	 S-curve example EVA for forecasting, EAC and TCPI Study tips and practice Considerations application scenario for tailoring, agile,
		 Quality theories Plan Quality Management process Quality management process interactions with other processes – in-depth Tools and techniques Cost of quality, conformance and non-





Institute		Core Performance Concepts
	Course Chapters	Content
		conformance
		 Quality management plan
		 Quality metrics
		Manage Quality process
		 Quality management process interactions with
		other processes – in-depth
		 Tools and techniques
		 Affinity and cause-and-effect diagrams
		0 Flowcharts
		o Histogram
		 Scatter and matrix diagrams
		 Quality audit
		• Design for X
		 Problem solving
		 Quality improvement methods
		• Quality reports and test and evaluation
		documents
		Control Quality process
		• Quality management process interactions with
		other processes – in-depth
		 Control quality versus validate scope
		• Quality control and agile
		• Tools and techniques
		 Check sheets and inspections
		• Statistical sampling
		• Evaluating control charts
		 Quality control measurements and verified
		deliverables
		 Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		 Chapter review
		Sample Quality questions
DAY 4	Chapter 9 – Resource	
DAI 4	Chapter 9 – Resource	Resource Management Objectives objection provides and processes
		• Objectives, chapter preview, and processes
		overview
		Resource management concepts
		• Project managers responsibilities
		Plan Resource Management process
		• Detailed process flow
		• Hierarchical charts
		• Resource Assignment Matrix (RAM)
		 Resource management plan
		o Team charter
		Estimate Activity Resources process
		 Detailed process flow
		 Estimate activity interactions with other





der Institute		Core Performance Concepts
	Course Chapters	Content
	Course Chapters	Content processes o Process outputs • Acquire Resources process o Acquiring the right team o Negotiation o Virtual teams o Process outputs • Develop Team process o Motivation theories o Interpersonal skills o Communication technology o Team performance assessments Manage Team process Overview o Overview o Tools and techniques o Emotional Intelligence o Sources of conflict o Conflict management • Control Resources process
		Chapter review
		Sample Resource questions
DAY 4	Chapter 11 – Risk	 Risk Management Objectives, chapter preview, and processes overview Risk management concepts What is risk? Risk and the project environment Overall versus individual risks The risk mindset Risk appetite, thresholds and tolerance Plan Risk Management process Detailed process flow Utility theory Risk categories & RBS Risk management plan Identify Risks process Overview Tools and techniques





TInstitute		Core Performance Concepts
	Course Chapters	Content
		o Brainstorming
		o Checklists
		o Interviews
		 Root cause analysis
		 Assumptions and constraint analysis
		 SWOT analysis
		 Risk statements
		 Risk register
		 Risk report
		Perform Qualitative Risk Analysis process
		o Overview
		 Probability and impact assessment
		 Probability and impact matrix
		 Other data analysis techniques
		Perform Quantitative Risk Analysis process
		o Overview
		 Tools and techniques
		o Interviewing
		• Probability theory
		 Representations of uncertainty
		o Simulation
		• Sensitivity analysis
		• Expected monetary value analysis
		• Decision tree analysis
		Plan Risk Responses process
		• Risk response concepts and steps
		 Risk response categories
		• Strategies for threats
		• Strategies for opportunities
		• Strategies for overall project risk
		• Contingent response strategies
		• Risk reserves
		Implement Risk Responses process
		o Overview
		 Importance of implementing risk responses and techniques
		Monitor Risks process
		 Monitoring risk concepts and techniques
		• Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		• Review – the risk mindset
		Chapter review
		 Sample Risk questions
DAY 5	Chapter 10 –	Communications Management
	Communications	• Objectives, chapter preview, and processes
		overview
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" Institute	-	Core Performance Concepts
	Course Chapters	
DAY 5	Course Chapters	Content • Communication management concepts • Importance of communication • Artifacts versus activities • Span of activities • The 5 C's • Communication skills • Fundamentals of effective communication • Communications Management process • Detailed process flow • Tools and techniques • Communications model, barriers and methods of communication requirements and technology • Communications model, barriers and methods of communications model, barriers and methods of communications management plan • Manage Communications process • Project management information system (PMIS) • Project performance reporting • Considerations application scenario for tailoring, agile, trends and interpersonal skills • Chapter review • Sample Communications questions • Procurement Management • Objectives, chapter preview, and processes overview • Procurement management concepts • Agreements • Terms and conditions • Buyer and seller • Procurement Management process • Detailed process flow • Constructivities integrated flow overview
		 Detailed process flow Contract types
		 Procurement statement of work Source selection criteria Procurement activities integrated flow review Conduct Procurements process





Institute	Course Chapters	Core Performance Concepts Content
		• Detailed process flow
		• Tools and techniques
		• Competition
		NegotiationSelected sellers
		• Agreements
		• Procurement activities integrated flow review
		Control Procurements process
		• Detailed process flow
		• Control concepts
		 Managing relationships
		• Claim administration
		• Issues in closing procurements
		• Outputs from Control Procurements
		• Procurement activities integrated flow review
		• Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		Chapter review
		Sample Procurement questions
DAY 5	Chapter 13 – Stakeholder	Stakeholder Management
		 Objectives, chapter preview, and processes
		overview
		 Stakeholder management concepts
		 Identify Stakeholders process
		 Detailed process overview
		 Inputs and outputs
		• Stakeholder analysis, power & influence
		 Tools and techniques
		 Stakeholder register
		 Plan Stakeholder Management process
		 Stakeholder engagement & Stakeholder
		engagement plan
		Manage Stakeholder Engagement process
		 Managing stakeholder engagement
		• Stakeholder and communication integration
		Monitor Stakeholder Engagement process
		 Monitoring stakeholder engagement techniques
		Chapter review
		• Considerations application scenario for tailoring, agile,
		trends and interpersonal skills
		Sample Stakeholder questions
DAY 5	Practice Final Exam	Final Exam
		 Review final exam results
DAY 5	Course Wrap Up	
DAIJ		 Review exam planning and preparedness checklist Course evaluations
		Course evaluations