

# Project Management Exam Preparation

*– Information Session –*

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consulting

interim management

training

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**Schoolcraft College**  
**Personal &**  
**Professional Learning**

**FALL**  
**2022**

## Project Management Professional Exam Preparation

Sep 20–Nov 22 • 6–9:40 pm • 10 weeks • 36 hours



Information:  
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*"I'm happy to report to you that I passed the PMP exam yesterday! The course you provided was very helpful in preparing for the exam. Thank you."*

Instructor:

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# Project Management Professional Exam Preparation

Are you preparing for the PMP exam, or looking for a solid foundation in project management principles and practices? Gain essential knowledge on how to approach the people, process, and business aspects of projects, and deliver value for your stakeholders.

**Includes course handbook with practice questions and exercises.**

meets  
PMP® Exam  
education  
requirement

Topics include domains and tasks from the **2021 PMP® Examination Content Outline**, which is what the exam is based on. Classroom discussion and exercises are focused on topics from:

- *PMBOK® Guide – 6<sup>th</sup> Ed.*
- *PMBOK® Guide – 7<sup>th</sup> Ed.*
- *Agile Practice Guide*

# Project Management Practitioners Needed

- The Project Management Institute's 2021 survey titled *Earning Power: Project Management Salary Survey 12 Edition (2021)* indicates the **median total compensation** for certified Project Management Professionals in the United States is **\$116,000**<sup>1</sup>.
- On average, a Project Manager who has received a project management professional (PMP) certificate will make **22% more** money than a Project Manager who hasn't been certified. (PMI, 2020)
- Just **over 50%** of companies **require candidates to be PMP certified** in order to fill Project Management roles. (PMI, 2020)
- By 2027, employers will need **87.7 million** specialists working on Project Management related roles. (PMI, 2017)

# Testimonials from Students

- *"I passed my PMP credentials exam last Thursday. **It was a challenge**....Thank you for your help with the exam prep. Your course put me on the right track."*
- *"I'm happy to report to you that I passed the PMP exam yesterday! The course you provided was very helpful in preparing for the exam. Thank you."*
- *"The instructor was **focused and effective** in teaching the subject matter and recommending supplemental material to further help me gain knowledge."*
- *"It is **exactly what you need for certification** and it is taught by an expert in the field."*
- *"Eric is fantastic. He is very knowledgeable, funny, and provided real life examples, which made the materials easier to understand. Class participation & group exercises very very helpful!"*
- *"Extremely helpful! **Fast paced** with lots of information."*
- *"Great preparation for PMP Certification. **Must study outside of class.**"*
- *"Explains material in a clear way and offers practical exercises & examples"*

- **Course Objectives and Outline**
- The World of PMI
- The PMP Exam
- Schoolcraft PPL Information
- Week 1 Class Sample

# Project Management Exam Preparation

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# PMP Exam Prep Course Objectives

- Meet PMI's **eligibility requirement** of 35 contact hours
- Know concepts, **terminology**, and methods used at PMI
- Measure **exam-readiness** to pass on the first attempt
- Increase **understanding** of project management
  - People
  - Process
  - Business Environment



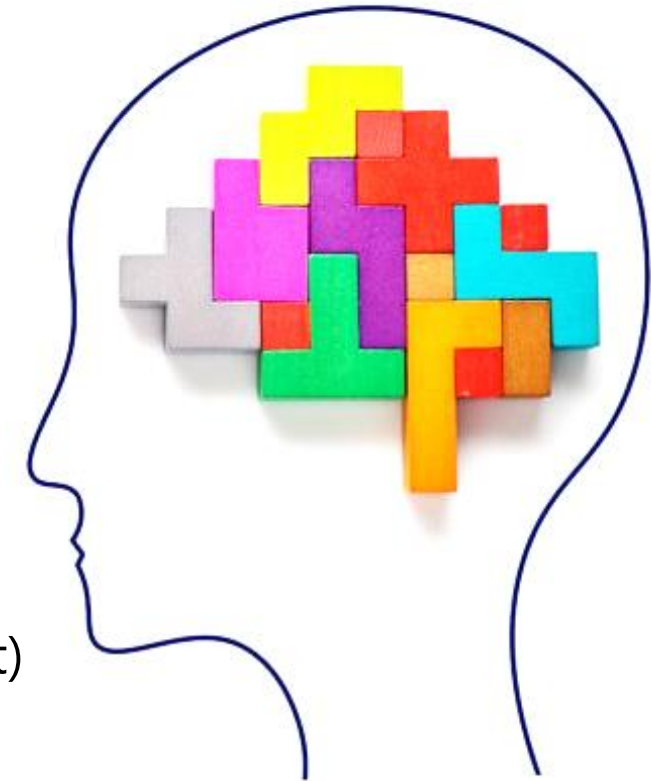
Learn how to deliver benefits and value for your stakeholders and make your projects a success



# Learning Objectives

**A successful student should be able to do the following at the end of this class:**

1. Create a high-performing team
2. Start a project
3. Determine life cycle and development approach
4. Plan scope, quality, budget, resources, schedule, procurement
5. Do the project work
6. Manage risk
7. Manage communications and engage stakeholders
8. Deliver benefits and value
9. Manage changes
10. Keep the team on track (lead, support, remove hurdles, manage conflict)
11. Manage business environment, requirements, and compliance
12. Prepare for the PMP exam





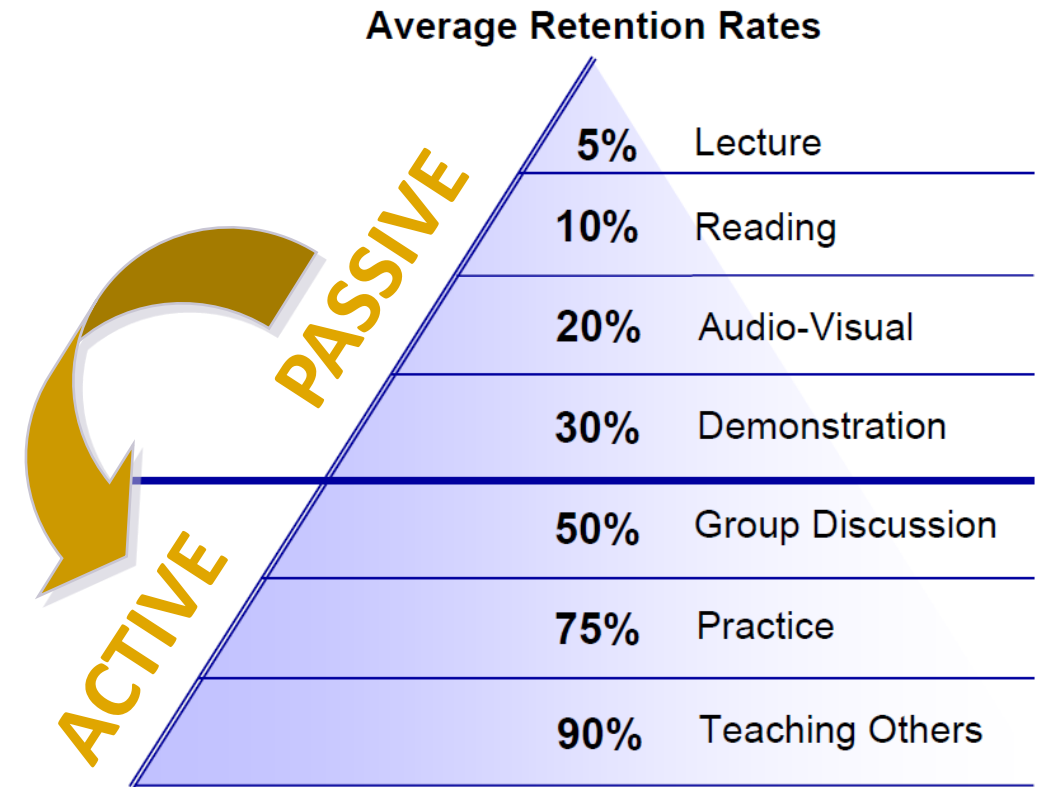
# Learning and Classroom Activities

- Lecture
- Class room discussion
- Group practice exercises
- Exam questions

During each class we will work on **group projects** to apply project management principles.

We will also discuss **application** in specific (your!) **real life** situations.

## The Learning Pyramid\*



# PMP Exam Prep Course Outline – 1

## ■ Project Management Mindset

- Introduction to Project Management
- Kick-Start Projects for Success
- The World of PMI
- The PMP Exam

## ■ Creating a Team

- Team Building, Ground Rules, and Agreements
- Empowering and Training Team Members and Stakeholders
- Engaging Team and Building Shared Understanding

## ■ Starting the Project

- Determining Methods and Practices
- Plan and Manage Scope, Budget, Schedule, and Resources
- Plan and Manage Quality
- Plan and Manage Procurement
- Integration, Governance, Closure Planning



# PMP Exam Prep Course Outline – 2

## ■ Doing the Work

- Manage Risks, Issues and Changes
- Execute to Deliver Business Value
- Manage Communications and Engage Stakeholders
- Project Artifacts, Knowledge, Transfer and Continuity

## ■ Keeping the Team On Track

- Leading the Team and Supporting Performance
- Removing Hurdles and Managing Conflicts
- Mentoring and Collaborating with Stakeholders
- Emotional Intelligence

## ■ Focusing on the Business

- Managing Compliance
- Delivering Benefits and Value
- Addressing Business Environment Changes
- Supporting Organizational Change
- Continuous Improvement

## ■ PMP Examination Preparation

- Exam Perspective, Approach, Facts, Roles
- Practice Exam Questions

- Course Objectives and Outline
- **The World of PMI**
- The PMP Exam
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# Project Management Exam Preparation

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# The World of PMI

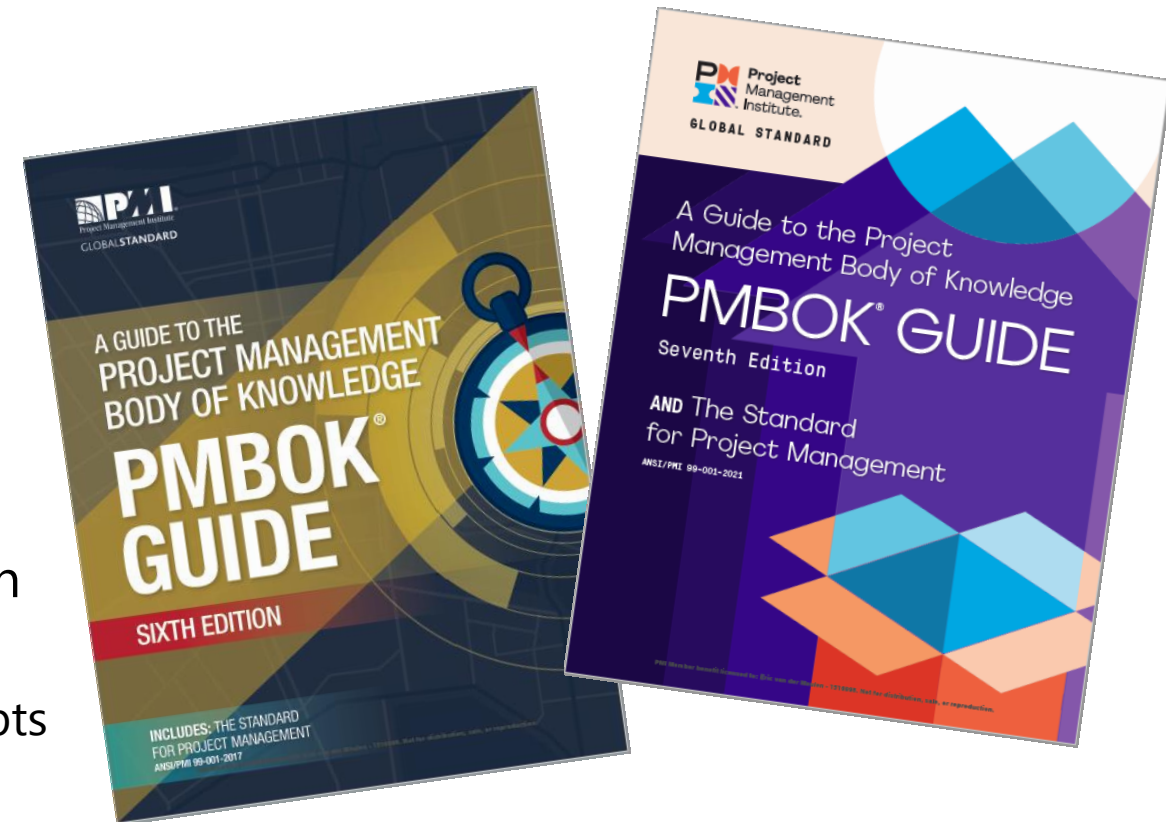
Hybrid Traditional  
Agile Framework  
people cost  
Lifecycle Process  
Iterative Risk





# Project Management and PMI

- The Project Management Institute (PMI) is the world's **leading organization** for the **project management profession**
  - PMI serves practitioners and organizations
    - Standards that describe good practices
    - Globally recognized credentials that certify project management expertise
    - Resources for professional development
  - **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)** is a recognized standard for the project management profession
    - Guidelines for managing individual projects
    - Project management principles and related concepts
    - Project management life cycle and processes
    - Project management performance domains
    - **ANSI standard**, globally recognized



There are more than **1 million** PMPs in **214** countries

# Differences between PMBOK Guide 6<sup>th</sup> and 7<sup>th</sup> Edition

PMBOK Guide – 6<sup>th</sup> Edition is all about **PROCESS** → Prescriptive

- Process focus, creating deliverables
- Project Environment
- Role of Project Manager
- Ten Knowledge Areas
  - Primarily traditional project management
  - Emerging trends
  - Tailoring considerations
  - Comments about agile/adaptive application
- Appendices
  - Agile, Iterative, Adaptive, Hybrid projects
  - Knowledge Areas summary and tailoring
  - Tools & Techniques

PMBOK Guide 7<sup>th</sup> Edition is all about **PERFORMANCE** → Principle based

- Performance focus, creating outcomes and delivering value
- Ten Project Management Principles
- Eight Project Performance Domains
- Tailoring
- Models, Methods, and Artifacts
- Appendices
  - Sponsor
  - Project Management Office
  - Product Management

“Projects produce *outputs* that drive *outcomes* that deliver *value* to organizations.”



## **PMBOK® Guide – Sixth Edition**

### ***A Guide to the Project Management Body of Knowledge:***

- Introduction, Project Environment, and Role of the Project Manager
- Knowledge Areas
  - Integration
  - Scope
  - Schedule
  - Cost
  - Quality
  - Resources
  - Communications
  - Risk
  - Procurement
  - Stakeholders

### ***The Standard for Project Management:***

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

### **Appendixes, Glossary, and Index**

## **PMBOK® Guide – Seventh Edition**

### ***The Standard for Project Management:***

- Introduction
- System for Value Delivery
- Project Management Principles
  - Stewardship
  - Team
  - Stakeholders
  - Value
  - Systems Thinking
  - Leadership
  - Tailoring
  - Quality
  - Complexity
  - Risk
  - Adaptability and Resiliency
  - Change

### ***A Guide to the Project Management Body of Knowledge:***

- Project Performance Domains:
  - Stakeholders
  - Team
  - Development Approach and Life Cycle
  - Planning
  - Project Work
  - Delivery
  - Measurement
  - Uncertainty
- Tailoring
- Models, Methods, and Artifacts

### **Appendixes, Glossary, and Index**

## PMIstandards+™ Digital Content Platform

- The platform links to the *PMBOK® Guide* via the Models, Methods, and Artifacts section while further expanding on that content.
- Platform incorporates content from all PMI standards as well as content developed specifically for the platform.
- Content reflects “how to...” in actual practice, including emerging practices.

<https://standardsplus.pmi.org/>

The screenshot displays the PMIstandards+ web application. The browser address bar shows the URL <https://standardsplus.pmi.org/home#>. The page header includes the Project Management Institute logo, the text "PMIstandards+™", a "FILTERS >" button, a search bar containing "scope planning", and a "Menu" button. Below the header, there are three filter sections: "Approach", "Industry", and "Format". Each section has a list of options with checkboxes. In the "Approach" section, "Adaptive" is selected. In the "Industry" section, no options are selected. In the "Format" section, "Standards & Guide" is selected. At the bottom right of the filter area, there are "Cancel" and "APPLY" buttons.

Approach	Industry	Format
<input checked="" type="checkbox"/> Adaptive	<input type="checkbox"/> Aerospace and Defense	<input type="checkbox"/> Article/Case Study
<input type="checkbox"/> Hybrid	<input type="checkbox"/> Construction	<input type="checkbox"/> Audio
<input type="checkbox"/> Waterfall	<input type="checkbox"/> Consulting	<input type="checkbox"/> Interactive Graphic
	<input type="checkbox"/> Education	<input checked="" type="checkbox"/> Standards & Guide

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# Project Management Exam Preparation

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# PMP Certification Exam Requirements

<b><i>Education</i></b>	<b><i>Professional Experience</i></b>	<b><i>Project Management Education</i></b>
High School / 2-Year Degree	60 months leading projects	35 contact hours
4-Year Degree	36 months leading projects	35 contact hours

- There is no expiration date on earned contact hours
- If you are a **CAPM** you do not need the 35 contact hours to apply
- Applicants have one year to take the **PMP** Exam after being approved by PMI
- If you do not pass the exam on the first attempt, you can take it again two more times within that year

*PMP = Project Management Professional*  
*CAPM = Certified Associate in Project Management*

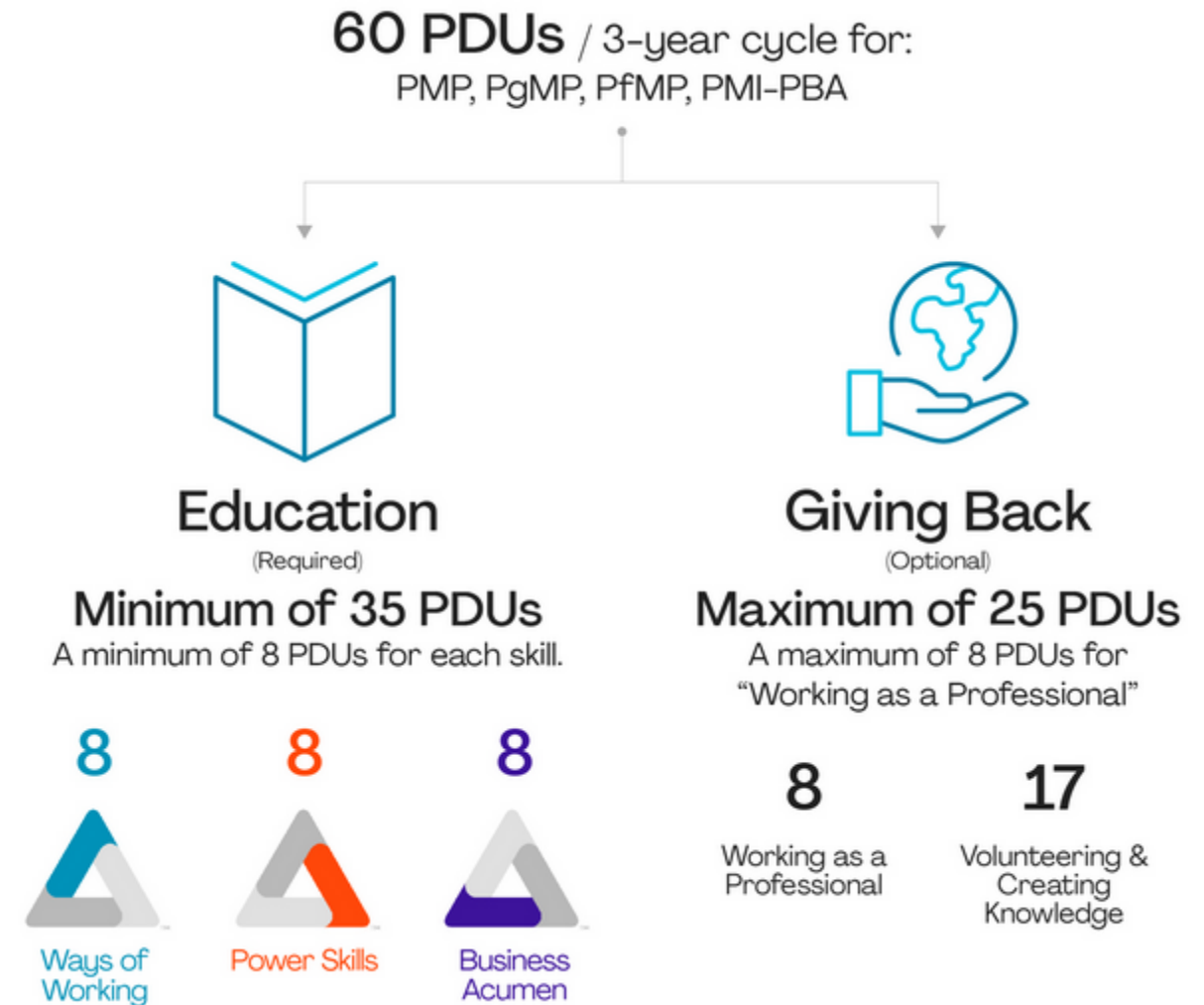
# PMP Certification Exam Cost

<b><i>PMP Certification Fees</i></b>	<b><i>PMI Member</i></b>	<b><i>Non-Member</i></b>
PMI Membership Fee	\$139	N/A
PMI Membership Renewal	\$129	N/A
PMP Exam Fee	\$405	\$555
PMP Re-Examination Fee	\$275	\$375
Certification Renewal	\$60	\$150

- ❑ Student membership rates are \$42 for first year and \$32 for renewal
- ❑ Retirees pay \$65 for membership and renewal
- ❑ A \$70 fee will be charged if you reschedule or cancel your exam between 3 and 30 days before the appointment
- ❑ PMI Membership includes free downloads of *PMBOK® Guide* and other Project Management Standards

# PMP Renewal Requirements

- PMP credential holders must earn **60 Professional Development Units (PDUs)** to meet renewal requirements within a **three-year certification cycle**



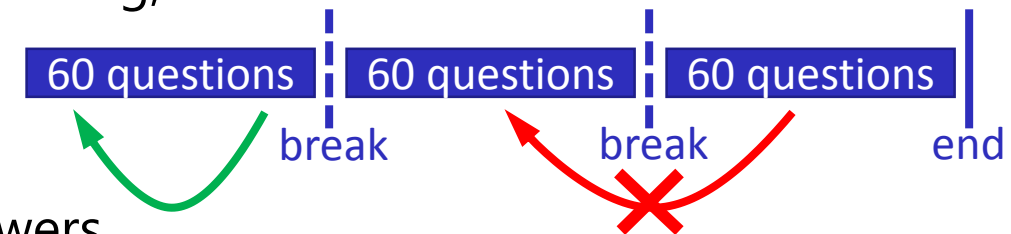
<https://www.pmi.org/-/media/pmi/documents/public/pdf/certifications/ccr-certification-requirements-handbook.pdf>

# Overview of the PMP Exam

- Optional tutorial of 5-15 min, not included in the examination time
- 180 questions and 230 minutes (3:50 hours)
  - 175 scored questions + 5 Pretest questions randomly placed, will not affect the score
  - Questions are multiple choice, multiple responses, matching, etc.

- There are two 10-minute breaks in the exam

- First break after question 60 and review of all answers
- Second break after question 120 and review of all answers
- After review of answers and start of break you cannot return to the previous section



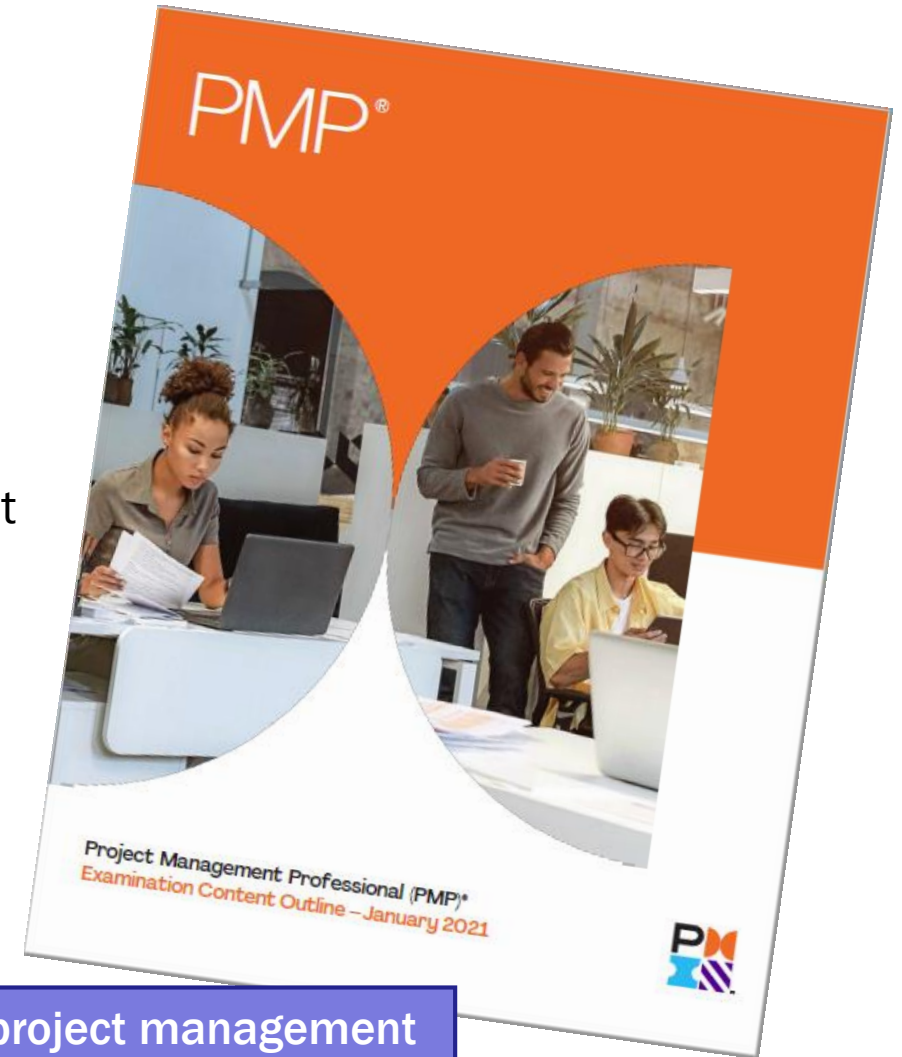
- Optional survey following the exam
- Passing score is unknown

**PMI:** *"A sound psychometric analysis determines the passing score for all PMI examinations. To decide how many questions you must answer correctly to pass the test, PMI consults subject matter experts – project professionals from all over the world and from a variety of disciplines."*



# What is the PMP Exam Based on?

- Project Management Professional **Examination Content Outline (ECO)** – January 2021
  - **Domain I** People 42% of test
  - **Domain II** Process 50% of test
  - **Domain III** Business Environment 8% of test
    - Domains are **essential** to the practice of project management
  - Each Domain has a number of **tasks**
    - Describe the **responsibilities of the Project Manager**
  - Each task is explained with a number of **enablers**
    - Illustrations, examples that **demonstrate what task means**
    - Not an exhaustive list



About half of the examination will represent predictive project management approaches and the other half will represent agile or hybrid approaches

# Domain I – People (42%)

## **Task # Description**

1. Manage Conflict
2. Lead a Team
3. Support Team Performance
4. Empower Team Members & Stakeholders
5. Ensure Team Members/Stakeholders are Adequately Trained
6. Build a Team

- enablers {
- Appraise stakeholder skills
  - Deduce project resource requirements
  - Continuously assess and refresh team skills to meet project needs
  - Maintain team and knowledge transfer

## **Task # Description**

7. Address and Remove Impediments, Obstacles and Blockers for Team
8. Negotiate Project Assignments
9. Collaborate with Stakeholders
10. Build Shared Understanding
11. Engage and Support Virtual Teams
12. Define Team Ground Rules
13. Mentor Relevant Stakeholders
14. Promote Team Performance through the Application of Emotional Intelligence

# Domain II – Process (50%)

## **Task # Description**

1. Execute Project with Urgency Required to Deliver Value
2. Manage Communications
3. Assess and Manage Risks
4. Engage Stakeholders
5. Plan and Manage Budget and Resources
6. Plan and Manage Schedule
7. Plan and Manage Quality of Products/Deliverables
8. Plan and Manage Scope
9. Integrate Project Planning Activities

## **Task # Description**

10. Manage Project Changes
11. Plan and Manage Procurement
12. Manage Project Artifacts
13. Determine Appropriate Methodology/Methods and Practices
14. Establish Project Governance Structure
15. Manage Project Issues
16. Ensure Knowledge Transfer for Project Continuity
17. Plan and Manage Project/Phase Closure and Transitions

# Domain III – Business Environment (8%)

## **Task # Description**

1. Plan and Manage Project Compliance
2. Evaluate and Deliver Project Benefits and Value
3. Evaluate and Address External Business Environment Changes for Impact on Scope
4. Support Organizational Change



# Exam Preparation

- PMP Exam Prep Course

- It is recommended to read *PMBOK® Guide – 6<sup>th</sup> Edition*, *PMBOK® Guide – 7<sup>th</sup> Edition*, *Agile Practice Guide*, and other study books (2-4 hours per week) during the course

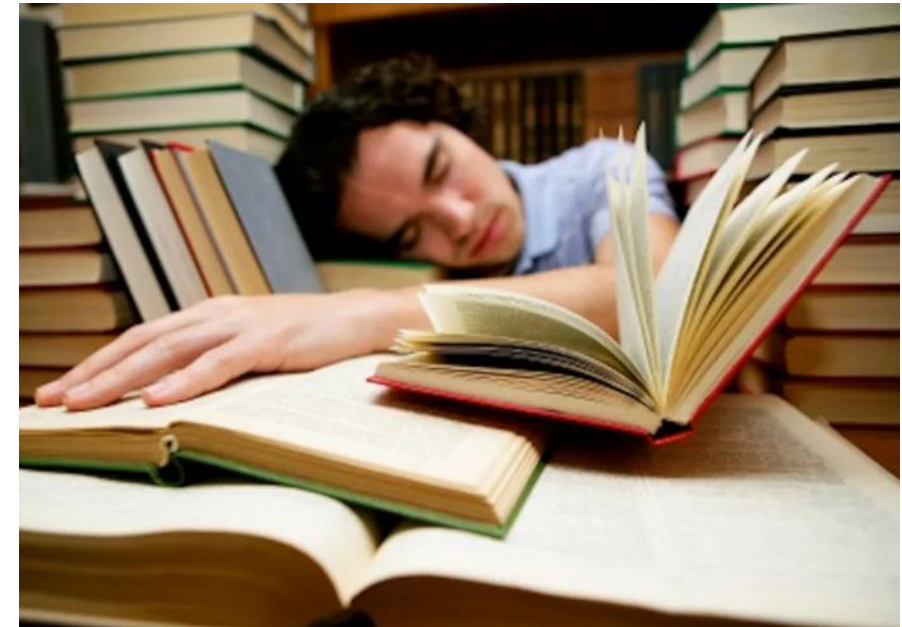
- Self Study – 3 months with 2-3 hours daily

- Reading Plan

- *PMBOK® Guide – 6<sup>th</sup> Edition*
- *PMBOK® Guide – 7<sup>th</sup> Edition*
- Agile Practice Guide
- PMP Examination Content Outline (ECO)
- PMP Exam Prep book or study guide
- Other Reference Materials

- Practice Exam Questions

- Consider joining/forming a study group (weekly 1-2 hour meetings)



- Course Objectives and Outline
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- Week 1 Class Sample

# Project Management Exam Preparation

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# Success Scholarship

## PPL Success Scholarship Application

**Schoolcraft College**  
Personal & Professional Learning  
18600 Haggerty Road, Livonia, MI 48152  
Phone: 734.462.4448 | Fax: 734.462.4538  
www.schoolcraft.edu/ppl

The Success Scholarship is designed to help adult students (18+) take **non-credit** Personal & Professional Learning classes that will assist in meeting their personal or career goals and achieve success.

Applications must be received a minimum of two (2) weeks prior to a class start. Students are encouraged to apply as early as possible as awards are issued on a rolling basis. You may apply each term. Students are eligible to receive one PPL Success Scholarship per calendar year.

The department has limited funds to award to those seeking a Success Scholarship and we rely on the information offered by the applicant. Decisions are final. **Factors considered in determining an award include:**

- > *content and completeness of application*
- > *challenging life circumstances*
- > *financial need*

Notification will be made by phone and/or email prior to the class start. Scholarship must be used during the term awarded. The funds may not be transferred to another class, term, or person.

On-call employees and adjunct faculty who do not qualify for a Schoolcraft Tuition Grant may apply. Schoolcraft College employees eligible for a Tuition Grant are not eligible for a Success Scholarship.

### APPLICANT INFORMATION

Full Name:  Date:   
Last First M.I.

Address:    
Street Address Apartment/Unit #

City:  State:  ZIP Code:

Phone:  Alt Phone:

Email:

Date of Birth (MM/DD/YY):  Desired Award: \$

PPL Class Name & CES# requested:

Class Start Date:

Where did you hear about this class/program?

- ☐ PPL Schedule ☐ Class Flyer ☐ Word of Mouth ☐ Schoolcraft Website ☐ Email Announcement  
☐ Social Media ☐ Other (please indicate):

Have you ever received a Schoolcraft College PPL (formerly CEPD) Success Scholarship? ☐ YES ☐ NO

Are you a Schoolcraft College employee and eligible for employee pricing for PPL classes? ☐ YES ☐ NO

### EDUCATION

Please indicate the highest level of education you have completed:

- ☐ Some High School ☐ High School Diploma or GED ☐ Some College  
☐ Associate Degree ☐ Bachelor Degree ☐ Post Graduate Degree

### FINANCIAL NEED

Family Size:  Number of Adults  Number of Children

Current Annual Household Income: ☐ Less than \$15,000 ☐ \$15,001 - \$30,000  
☐ \$30,001 - \$50,000 ☐ \$50,001 and up

Created 11.15.17  
Revised 9.19.19

Page 1 of 2

- The PPL department has **limited funds** to award to adults (18+) seeking a Success Scholarship
- This Scholarship is designed to help students take PPL classes that will help them meet their **personal or career goals** and **achieve success**
- Applications have to be submitted two weeks before the class start date, and are reviewed by a committee and scored with a standard rubric
- Factors considered include **challenging life circumstances**, content and completeness of application, **financial need**, availability of funds
- If the **maximum amount of \$750** is awarded, the course will cost eligible students only \$245, which is a true game changer
- Historically, those who are granted an award **often are not granted the maximum**



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# Project Management Exam Preparation

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Eric van der Meulen PMP, RBPMP



President & Founder



Managing Partner



Senior Consultant

Eric van der Meulen has been living and breathing project and program management since his first position at General Electric Plastics Europe over 30 years ago. Since then, he has lead the development of printing and finishing of polycarbonate automotive glazing. This resulted in a portfolio of groundbreaking processes, materials, equipment, and several patents.

Eric's consulting portfolio includes strategic planning and deployment, phase gate implementation, business process improvement, as well as management of technology, product development, IT, HR, ERP, compliance, quality, and capital projects. He has coached managers and stakeholders at all levels including C-suite, executive teams, project teams, and task forces.

Eric's most recent venture focuses on equipping growing businesses with a simple, flexible, and easy to implement business management system, called *The Agile Business System*™. This enables thriving companies to simplify and transform how they manage and operate their business.

Working with True North PMP Consulting, Eric is able to help clients become more efficient and effective in their project management and new product development and commercialization processes.

Eric earned a B.S. degree in Mechanical Engineering from Avans University in Breda, Netherlands. He is a certified Project Management Professional (PMP) and a Rummler-Brache Process Improvement Professional (RBPMP).

# Week 1 – Agenda

- Introductions, Goals
  - Course Objectives
  - Course Outline & Materials
  - Introductions
- Project Management Mindset
  - Project Management Introduction
  - Kick-Start Projects for Success
  - The World of PMI
- Preparing for the PMP Exam
  - Exam Requirements
  - Exam Process
  - Exam Preparation

## Discussion

- Introductions
- Goals
- Characteristics of a Project

## Exercises

- Definitions
- Project Selection

# What is a Project?

- A temporary endeavor with start and end dates
- Creates a unique result, outcome, solution
  - Product includes components, enhancements of items
  - Service or service capability, support function
  - Result includes outcome, document, new knowledge
    - Organizational change from current state to future state
- Enables creation of business value, tangible and/or intangible
- A project is different from operations
  - Operations is permanent or semi-permanent work that repeatedly produces or provides the same product or service
    - Ongoing execution of repetitive process following existing procedures

} includes  
improvements



**Project:** A *temporary* endeavor undertaken to create a *unique* product, service, or result.



# Why Project Management?

- **Project Management** helps people and organizations to:
  - Successfully and predictably **meet business objectives**
  - **Anticipate** and respond to problems, issues, and uncertainty
  - **Efficiently** utilize resources and manage constraints
  - **Effectively** deal with projects that are in trouble
  - **Meet** stakeholder **expectations**
- **No Project Management** results in:
  - **Failure** to achieve project objectives
  - **Poor quality**, behind schedule, over budget
  - **Uncontrolled** expansion and scope changes
  - **Dissatisfied** stakeholders



## Strategic Benefits:

- Achieve business goals
- Increase competitiveness
- Sustain the organization
- Maintain project alignment with business case

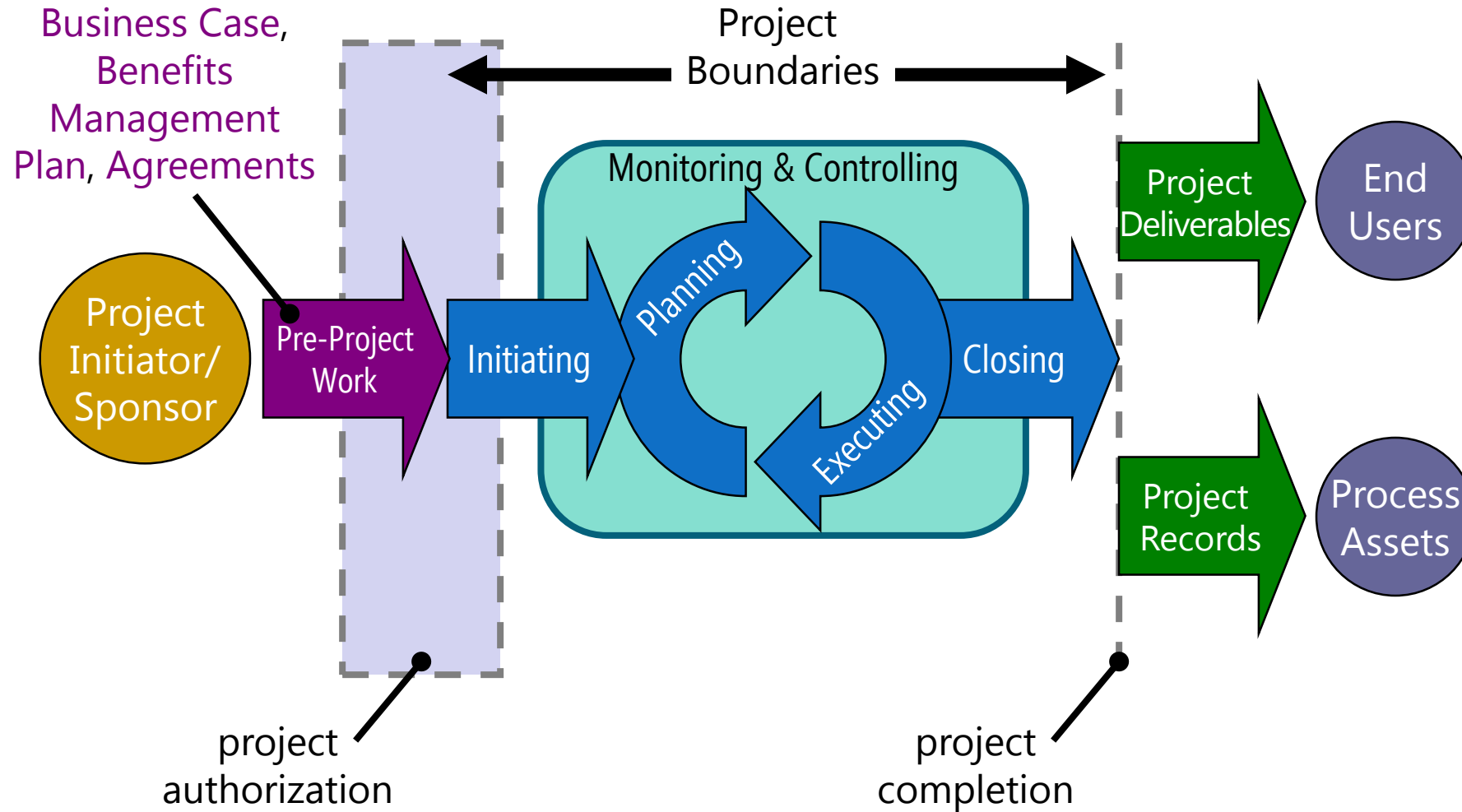
# The Role of the Project Manager

- Leading the project team to achieve the project's objectives
- Project Manager may be involved
  - Before, during, or after project initiation
  - Early involvement may include evaluation and analysis
    - Advancing strategic objectives
    - Improving organizational performance
    - Meeting customer needs
  - After project or phase is closed
    - Focused on realization of business benefits
- Project Manager role is tailored to the organization
  - Similar to tailoring the processes to the needs of the project

} Analysis and Development  
of Business Case

The Project Manager is the person assigned by the performing organization to lead the team that is responsible for achieving the project objectives

# Project Boundaries





# Practice Exam Question

Which of the following represents the project manager's responsibility related to change on a project?

- A. Influence the factors that cause project change.
- B. Ensure all changes are communicated to the change control board.
- C. Deny change whenever possible.
- D. Prioritize change below execution.

# Practice Exam Question

What is the function of the project sponsor?

- A. To help manage senior management expectations.
- B. To be the primary interface with the customer.
- C. To fund the project and formally accept the product.
- D. To help exert control over functional managers.

# Practice Exam Question

Which of the following is the best description of critical path?

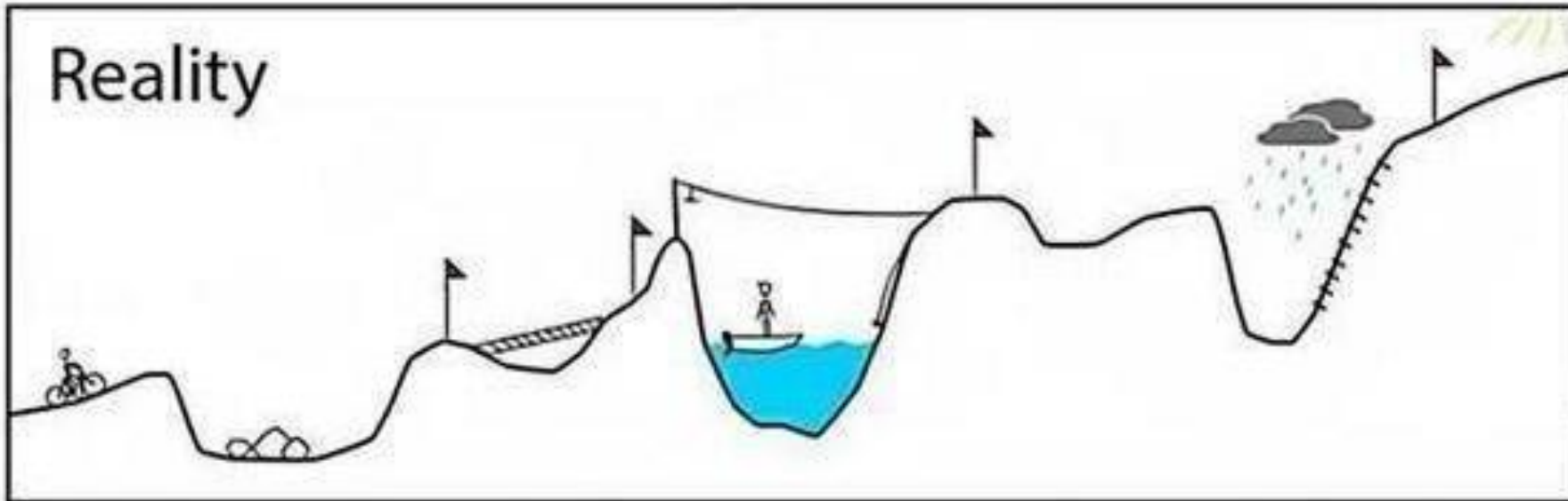
- A. The activities that represent critical functionality.
- B. The activities that represent the largest portions of the work packages.
- C. The activities that represent the highest schedule risk on the project.
- D. The activities that represent the optimal path through the network.

## Your plan



PMP

## Reality





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