

Today`s speakers

**PMP exam - Fail &
Non-Fail @1st try**



**Study Group
Panel Discussion**



Ulrike Zampieri



Raïssa J. Pabryk



Dr. Amable Rivas

Agenda

1. PMI Eligibility considerations (you are an experienced project manager)
2. PMI project management mindset (triple constrain vs talent triangle)
3. PMI Ways of working
4. PMI Power Skills and Business Acumen
5. PMI Important resources
6. Roadmap exam preparation and duration
7. Practice questions, simulations and flash cards
8. Required PMI mindset
9. On the exam: Stress and time management

You are **already** a project manager!

Path to a PMP certification

1

Check eligibility and prepare

2

Complete the application

3

Pay and schedule the exam

4

Study for the exam

5

Take the exam

Before you apply, make sure you meet one of the following sets of PMP certification requirements:

Set A requirements

- High school or secondary school diploma
- Minimum 60 months/5 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training. You can also meet this requirement with:
 - [CAPM® certification](#) or
 - [PMP® Exam Prep Course](#) or
 - [Instructor-Led PMP® course \(Available Online and In-Person\)](#)

Set B requirements

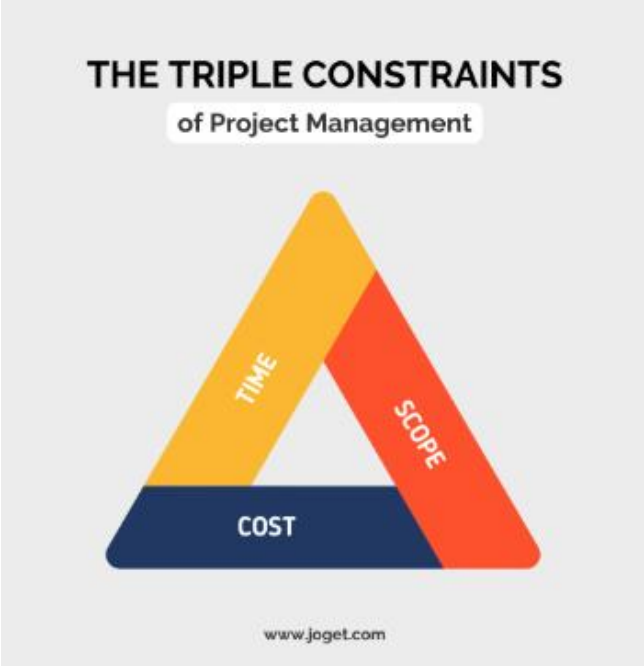
- Bachelor's degree or higher (or global equivalent)
- 36 months/3 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training. You can also meet this requirement with:
 - [CAPM® certification](#) or
 - [PMP® Exam Prep Course](#) or
 - [Instructor-Led PMP® course \(Available Online and In-Person\)](#)

Set C requirements

- Bachelor's degree or higher (or global equivalent) from a GAC accredited program
- 24 months/2 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training (GAC core project management course work is pre-approved to fulfill this requirement)

PMI Project Management Mindset

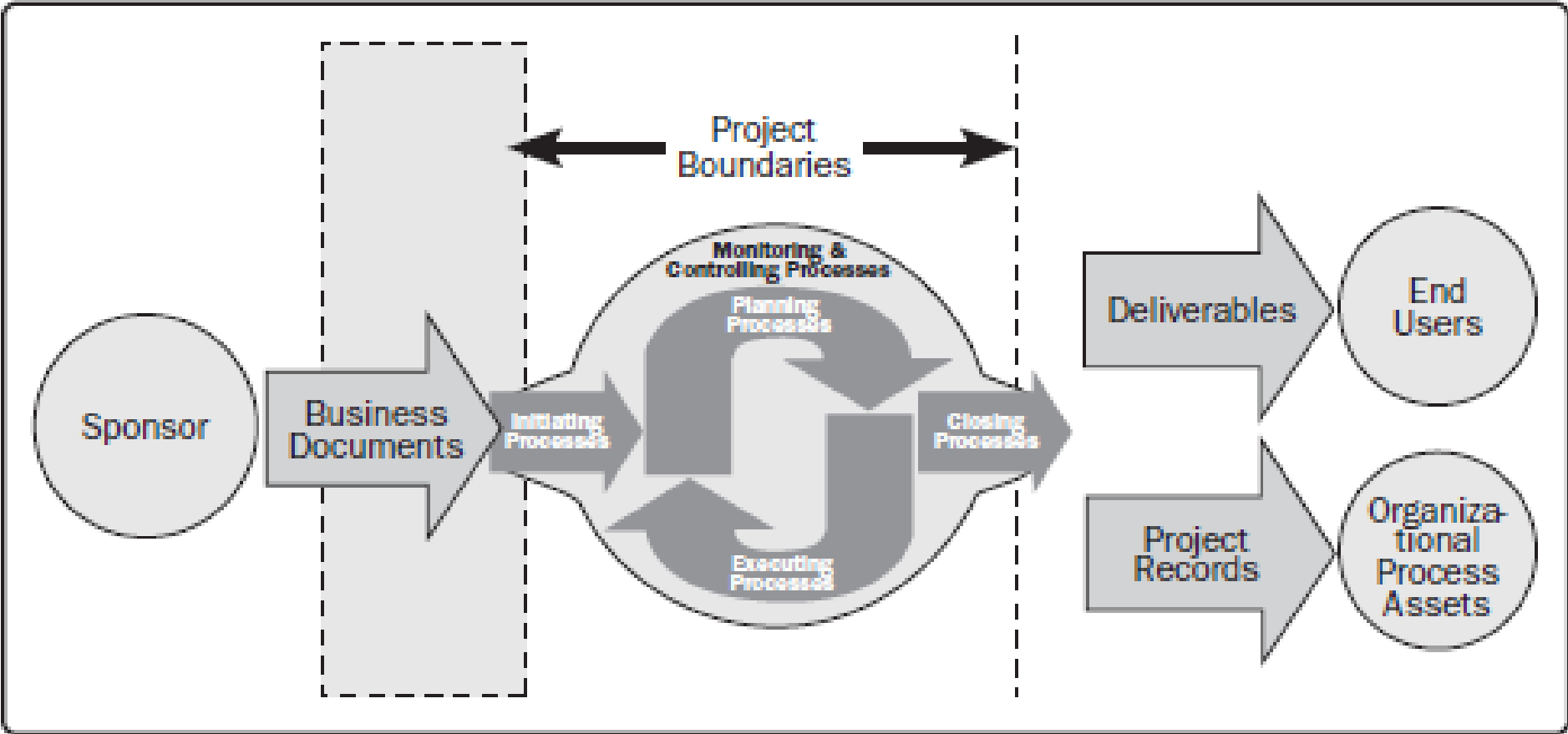
But, you need to change the language style



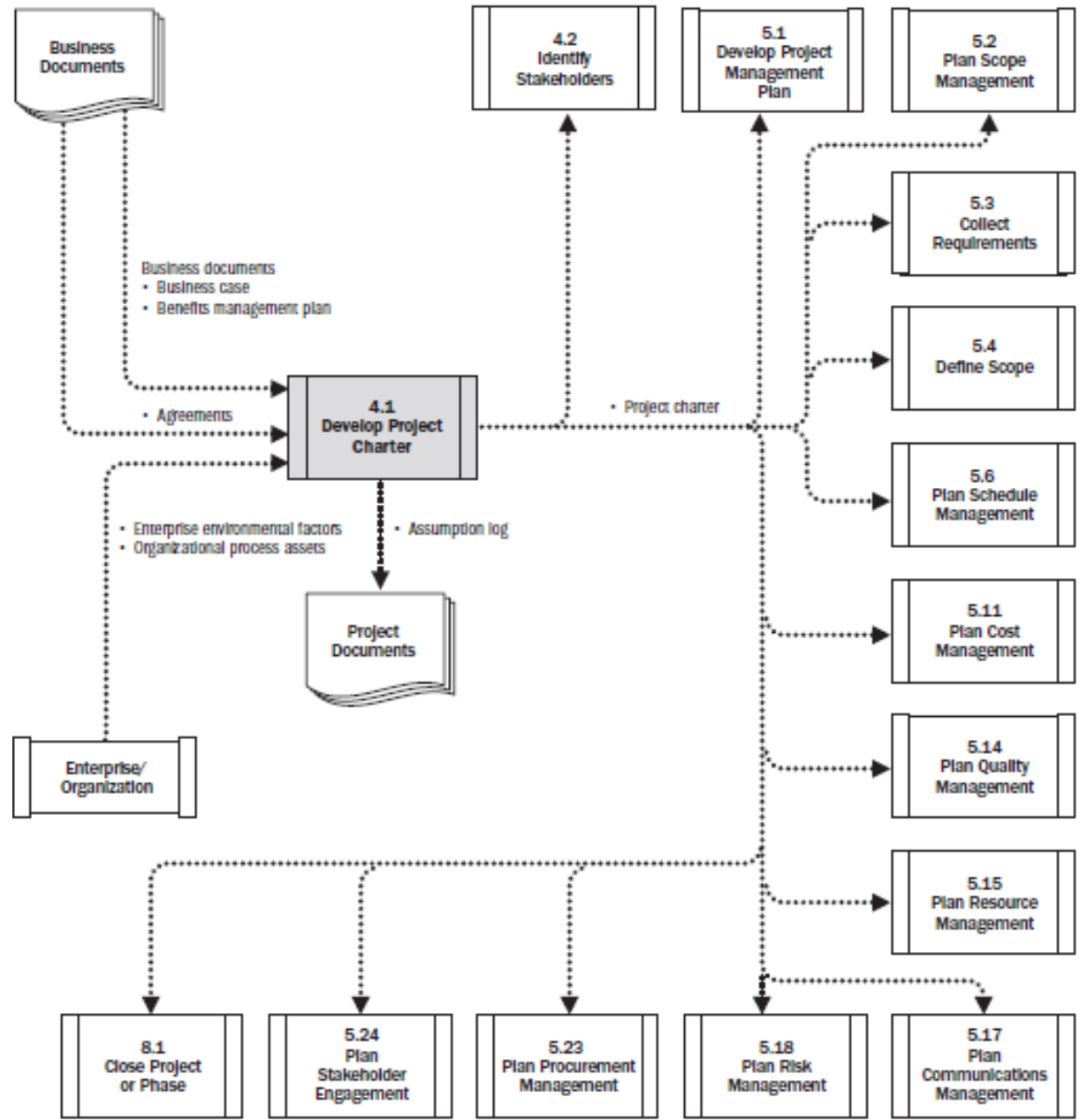
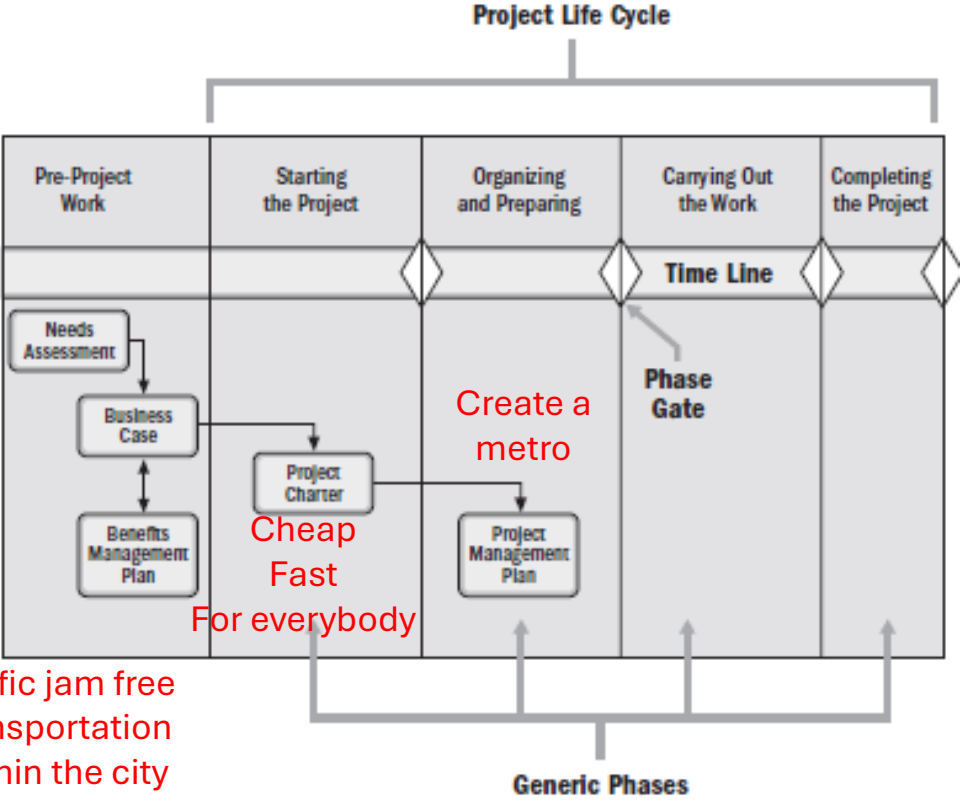
PMI Project Management Mindset (Ways of Working: Processes Flow)

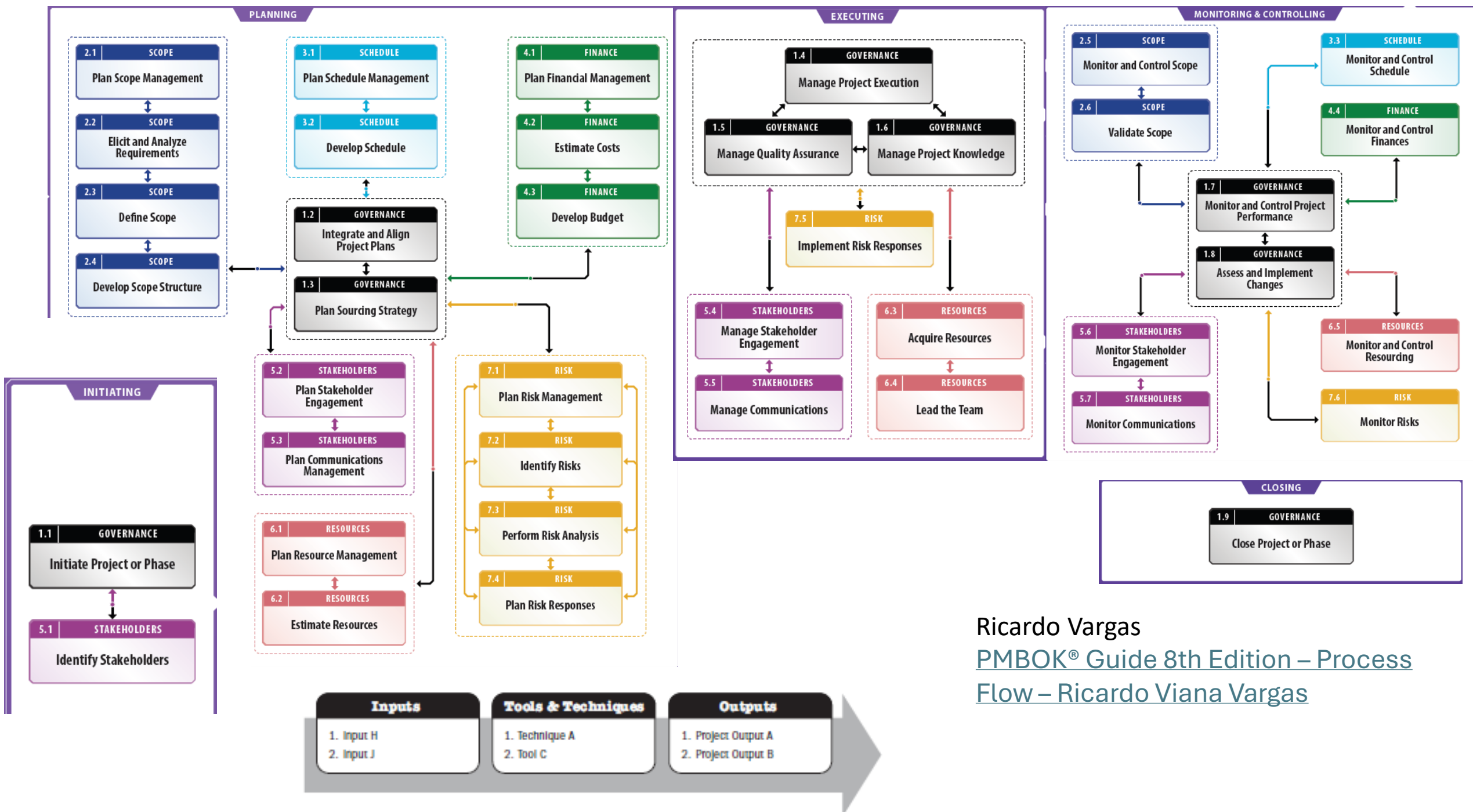
Agile Practice Guide | Project Management Institute

Process Groups: A Practice Guide | PMI



PMI Project Management Mindset (Ways of Working: Processes Flow)





Ricardo Vargas
 PMBOK® Guide 8th Edition – Process
 Flow – Ricardo Viana Vargas

Understanding Process Groups and ITTOs

Process

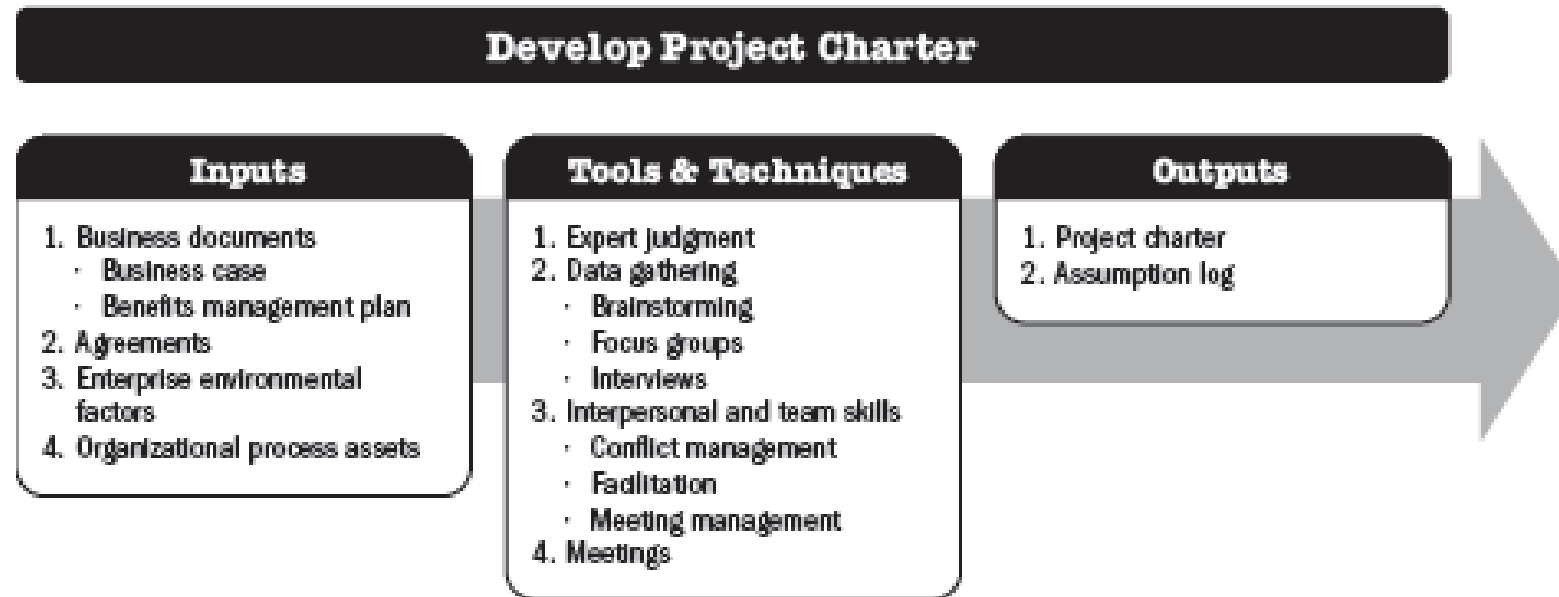
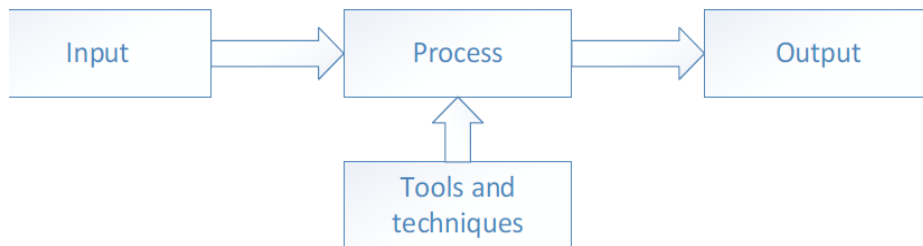
Andrew Ramdayal



[PMP Exam Cram Course - 35-Hour Course Condensed - 12 PDU's](#)

Inputs, Outputs and Tools/Techniques combined to execute a specific purpose on the project

- ▶ **Input**
 - ▶ Starting point for the process, the raw materials to begin the execution
 - Could be the output of a previous process
- ▶ **Tools and Techniques**
 - ▶ The actions or methods that are used to transform the raw materials into the output
- ▶ **Output**
 - ▶ The end result of our efforts. The raw materials into a polished stone
 - Maybe the input into another process



PmSimulatorApp.com - Professor ITTO



Andrew Ramdayal

PMP Exam Cram Course - 35-Hour Course Condensed - 12 PDU's

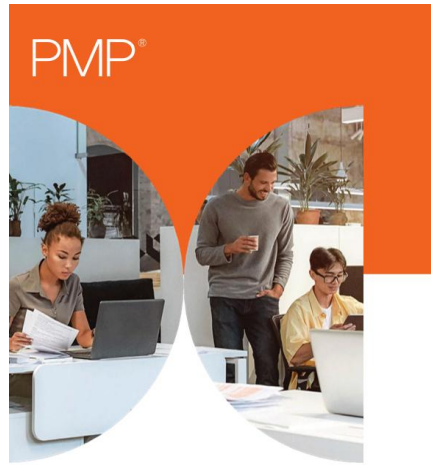
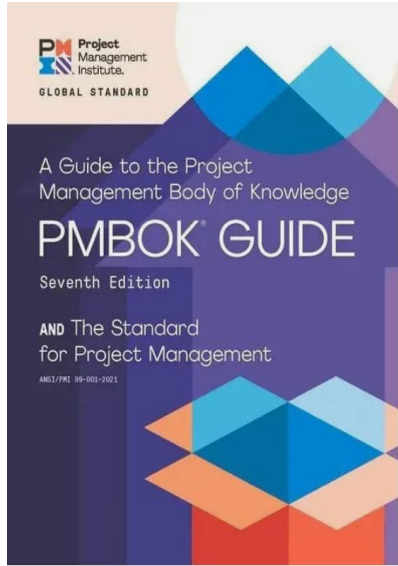
Project Documents

Project Document	Knowledge Area Where Created
1. Activity attributes	Schedule Management
2. Activity list	Schedule Management
3. Assumption log	Integration Management
4. Basis of estimates	Cost Management
5. Change log	Integration Management
6. Cost estimates	Cost Management
7. Cost forecasts	Cost Management
8. Duration estimates	Schedule Management
9. Issue log	Integration Management
10. Lessons learned register	Integration Management
11. Milestone list	Schedule Management
12. Physical resource assignments	Resource Management
13. Project calendars	Schedule Management
14. Project communications	Communications Management
15. Project schedule	Schedule Management
16. Project schedule network diagram	Schedule Management
17. Project scope statement	Scope Management
18. Project team assignments	Resource Management
19. Quality control measurements	Quality Management
20. Quality metrics	Quality Management
21. Quality report	Quality Management
22. Requirements documentation	Scope Management
23. Requirements traceability matrix	Scope Management
24. Resource breakdown structure	Resource Management
25. Resource calendars	Resource Management
26. Resource requirements	Resource Management
27. Risk register	Risk Management
28. Risk report	Risk Management
29. Schedule data	Schedule Management
30. Schedule forecasts	Schedule Management
31. Stakeholder register	Stakeholder Management
32. Team charter	Resource Management
33. Test and evaluation documents	Quality Management

Project Management Plan

Project Plan	Process Where Made
Scope Management Plan	Plan Scope Management
Requirement Management Plan	Plan Scope Management
Schedule Management Plan	Plan Schedule Management
Cost Management Plan	Plan Cost Management
Quality Management Plan	Plan Quality Management
Resource Management Plan	Plan Resource Management
Communication Management Plan	Plan Communications Management
Risk Management Plan	Plan Risk Management
Procurement Management Plan	Plan Procurement Management
Stakeholder Management Plan	Plan Stakeholder Management
Change Management Plan	Develop Project Management Plan
Configuration Management Plan	Develop Project Management Plan
Scope Baseline	Create WBS
Schedule Baseline	Develop Schedule
Cost Baseline	Determine Budget
Performance Measurement Baseline	Develop Project Management Plan
Project Life Cycle Description	Develop Project Management Plan
Development Approach	Develop Project Management Plan

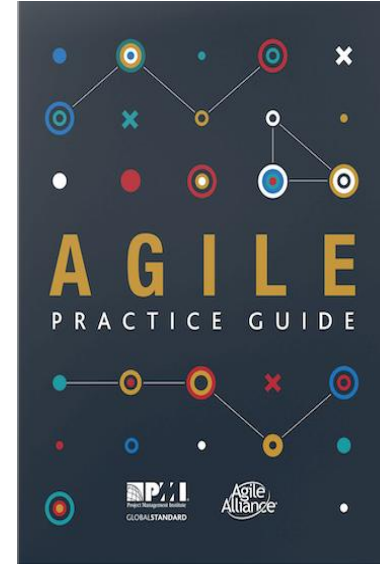
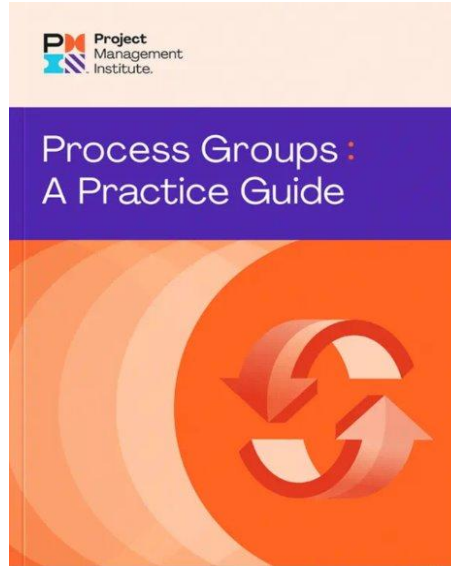
PMI : Important resources



Project Management Professional (PMP)[®] Examination Content Outline – January 2021

Domain I	People—42%
Task 1	Manage conflict <ul style="list-style-type: none"> Interpret the source and stage of the conflict Analyze the context for the conflict Evaluate/recommend/reconcile the appropriate conflict resolution solution
Task 2	Lead a team <ul style="list-style-type: none"> Set a clear vision and mission Support the team's varied experiences and perceptions Value servant leadership (e.g., relate the tenets of servant leadership to the team) Determine an appropriate leadership style (e.g., directive, collaborative) Inspire, motivate, and influence team members/stakeholders (e.g., team contract, social contract, reward system) Analyze team members and stakeholders' influence Distinguish various options to lead various team members and stakeholders

Project Management Professional (PMP)[®] Certification | PMI



Guide des pratiques agiles | Institut de gestion de projet



PMI[®] Authorized PMP[®] Exam Prep Course
Version 3.2
Student Workbook

Project Management Professional (PMP)[®] PMI Study Hall[®] Plus (Subscription)

Offered by PMI
PMI Study Hall[®] is a digital learning tool that contains practice questions and exams and gamified activities to make studying effective and enjoyable.

PMI Infinity[™]
Maximize project success with your AI-powered project coach

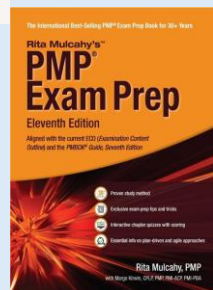
Other:



YouTube · Andrew Ramdayal



YouTube · David McLachlan



=> All these resources can be found in your **PMI account** (PMI Library, E-Learning) !!

+ Be part of a community (PMI Chapter/Study group) to keep motivated, stay on track and, support one another.

Book a date and get ready for it !



- When ?

- Set yourself a target (e.g. this week) and organise yourself accordingly
- After taking at least one mock exam under real exam conditions (two are recommended)
- Plan on spending around 100 to 150 hours over a period of 3 to 9 months, depending on the individual
- based on your **practice test scores (~70%)** to confirm or change the date booked
 - *few test centers, so few test dates it's best to plan ahead (3-6weeks before)*
 - *You can change the date at no cost up to 30 days in advance*

- Online or in a test center ?

- Online: it's your environment and your time but need to pass the OnVue test requirements (technology, testing space, proof of ID, testing rules, allowances)
- Test center: No surprises with the internet connection or risk of being disturbed

- Have a study plan:

- Master the key concepts and theories (based on ECO)
- Study consistently (5h per week; 2 mock tests at least; etc.)
- Practice taking tests to
 - Develop the mindset to answer quickly (by process of elimination)
 - Manage your time and simulate exam conditions (1'15 per question, maintain your pace for 4 hours, etc.)

PMI Project Management Mindset (Domains)



Domain I	Domain II	Domain III
<i>People (42%)</i>	<i>Process (50%)</i>	<i>Business Environment (8%)</i>
Managing conflict	Execute project with urgency	Plan and manage compliance
Leading teams	Manage communications	Evaluate and deliver benefits/value
Supporting team performance	Assess and manage risks	Address external business changes
Empowering team members	Plan and manage budget	Support organizational change
Ensuring training	Plan and manage schedule	
Building teams	Plan and manage scope	
Removing impediments	Manage changes	
Negotiating agreements	Plan procurement	
Collaborating with stakeholders	Establish governance	
Engaging virtual teams	Manage issues	
Defining ground rules	Plan closure	
Emotional intelligence		

January 2021 ECO (Valid until mid-2026)

PMI Project Management Mindset (Domains)

Strategic Insight: Evolution of the Project Manager

The shift from 2021 to 2026 reflects a philosophical evolution. The PMP exam is aligning with modern enterprise expectations.

Old perception: Project Manager = Process Manager

New perception: Project Manager = Value Leader + Strategic Integrator + Governance Partner



Domain I	Domain II	Domain III
<i>People (33%)</i>	<i>Process (41%)</i>	<i>Business Environment (26%)</i>
Develop a common vision	Develop integrated project management plan	Define and establish governance
Manage conflicts	Develop/manage scope	Plan/manage compliance (including sustainability)
Lead the project team	Ensure value-based delivery	Manage and control changes
Engage stakeholders	Plan/manage resources	Remove impediments/manage issues
Align stakeholder expectations	Plan/manage procurement	Plan/manage risk
Manage stakeholder expectations	Plan/manage finance (renamed from cost)	Continuous improvement
Help ensure knowledge transfer	Plan/optimize quality	Support organizational change
Plan and manage communication	Plan/manage schedule	Evaluate external business environment changes
	Evaluate project status	
	Manage project closure	

Required PMI Mindset (Traditional and Agile Projects)

David McLachlan

[150 PMBOK 7 Scenario-Based PMP Exam Questions and Answers](#)

[200 AGILE PMP Questions and Answers - the BEST Preparation for the Exam!](#)

Andrew Ramdayal

Complete PMP Mindset 50 Principles and Questions

<https://youtu.be/-u0rO-YQr9c?si=1gl3aFhuev5NCMp9>

Required PMI Mindset (Traditional and Agile Projects)

Frame the problem and understand the whole picture. Avoid immediate reactions, but never stop working

Consider decisions that bring value to the project and the organization

Do your job. Do not escalate. Do not involve people who are not needed. Be mindful and tailor communications to individual stakeholder needs

Be a coach, Do not expose anybody. Servant leader mindset. Be a caring parent.

Time is usually fixed. Costs and scope are tradeable (increase budget or agree on MVP)

Agile like changes. Predictive follows change request steps. Evaluate implications before a change request

The team is the expert. Always consider them in discussions

The product owner is the only responsible prioritizing the backlog

Agile is fundamentally visual. Use kanban boards for progress tracking and transparent communication

Lessons learn are important when a new project shares similarities with an old one

PMI : Practice PMP questions

- Study Hall

- Mini exam
- Real simulation test
- Practice questions
- Flash cards

- Other resources:

- Youtube channels
- Books :
 - Rita's book
 - Crystal PMP 300 questions from crystal.consulting
- PMP exam simulation:
 - [Free PMP Practice Questions - Oliver F. Lehmann](#)
 - [Exam Practice](#) from pretestsimulator.com
 - [Free PMP Exam Practice Test](#) from Izenbridge
 - PMP Formulas :
<https://www.youtube.com/watch?v=RET8LcOUJLA>

=> More practice instead of focusing on learning the theory !

The screenshot shows the PMI Study Hall dashboard. On the left is a navigation menu with options: Home, Learning Plan, Game Center, Lessons, Flashcards, Practice Questions, Practice Exams, and Search. The main dashboard area displays a progress bar at 100.0% Complete and a large '67% Correct' indicator. Below this, statistics are shown: 17 of 17 Practice Questions Exams Taken, Avg. Answer Time of 00:01:19, Avg. Correct Answer Time of 00:01:10, and Avg. Incorrect Answer Time of 00:01:36. A table titled 'Practice Exams' lists the following data:

Practice Questions Exam Name	Practice Questions Exam Length	Practice Questions Exam Time	% Correct	Status
Full-length Exam 1	175 Questions	04:00:00	69% (121 / 175)	Complete
Full-length Exam 2	175 Questions	04:00:00	66% (115 / 175)	Complete
Mini Exam 1	15 Questions	Unlimited	67% (10 / 15)	Complete
Mini Exam 2: Predictive	15 Questions	Unlimited	53% (8 / 15)	Complete
Mini Exam 3: Hybrid	15 Questions	Unlimited	60% (9 / 15)	Complete

	Project Management Professional (PMP) [®] PMI Study Hall [®] Essentials (Subscription) \$49 3 months of access, billed quarterly thereafter	Project Management Professional (PMP) [®] PMI Study Hall [®] Plus (Subscription) \$79 3 months of access, billed quarterly thereafter Get this Plan >
Practice Exam 175 questions each	2	5
Mini Practice Exam 15 questions each	15	20
Extra Practice	200	250
Premium Webinars		✓
Learning Plan	✓	✓
Lessons	✓	✓
Videos	✓	✓
Flashcards	✓	✓
Games and Activities	7	7

Learn about the exam requirements and prepare for the it, while balancing your professional and personal life

❖ Time management



- Set-up a time to practice exam simulations
 - Stick to the allotted time
 - Don't make extra break
 - Review your results and identify which questions are taking up the most time
- Test your concentration at different times of day (Sunday morning, Saturday afternoon)
- Analyze the questions:
 - Identify the keywords (agile or traditional)
 - Highlight the problem to be solved (= what do I need to solve)
 - Use a process of elimination (avoid involving the sponsor, avoid increasing budget or timeline, etc.)

PMI : Stress management

Learn about the exam requirements and prepare for the it, while balancing your professional and personal life

❖ Stress management

- Having a plan and getting organized to carry it out is reassuring
- Assess your stress level and develop strategies accordingly
 - If you feel confident, stick to your plan
 - If you feel stressed, adjust your plan:
 - ❖ Consider working in a quiet environment (library, office)
 - ❖ Consider practicing yoga, meditation, sophrology, breathing exercises, or playing sports
 - ❖ Work on your ability to stay focused
 - ❖ Consider being part of a study group

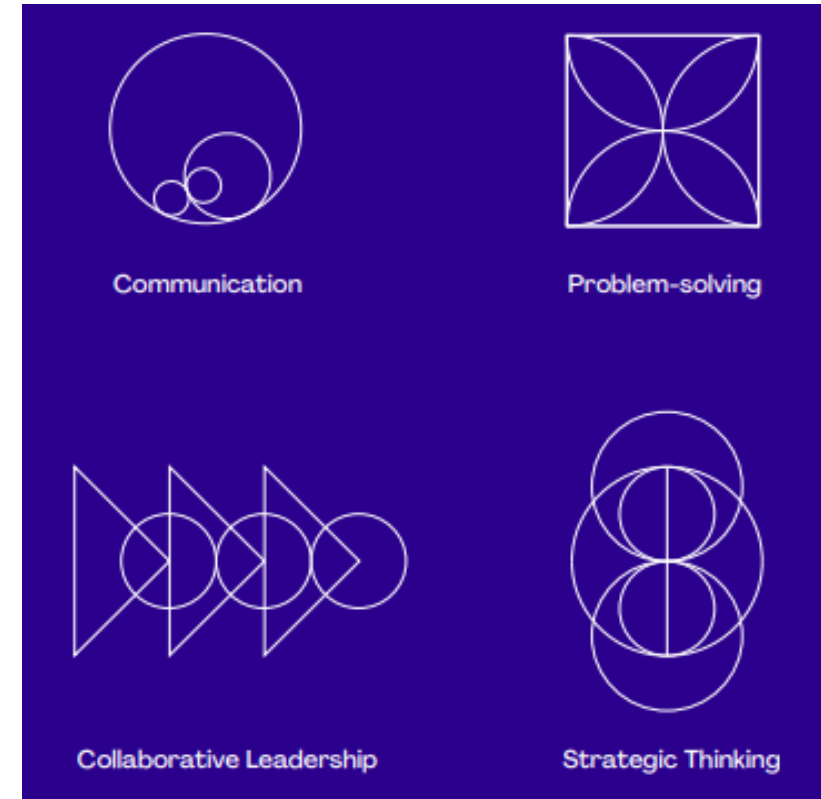
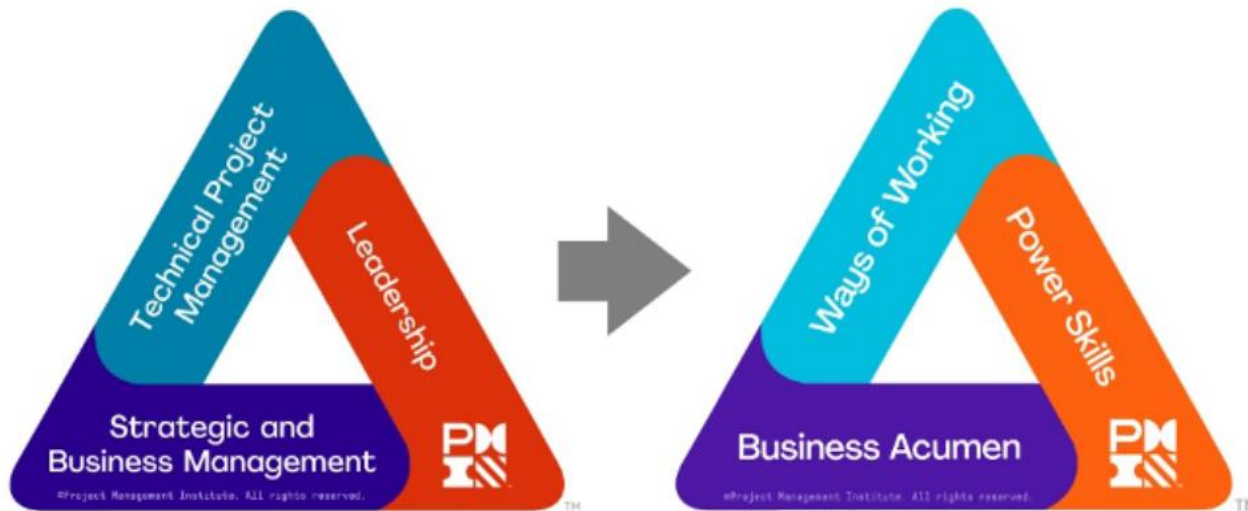


- **Power skills**
- **Business acumen**

PMI Project Management Mindset : Power Skills

Power skills:

- 42% of the exam
- Formerly "Leadership" (triangle), replaced by "power skills" (soft skills)
- Example of Top 4 acc. to "Pulse of Profession" research, 2023 [listed here](#) but also: active listening, adaptability, emotional intelligence, etc.
- AI cannot replace human skills !



PMI Project Management Mindset : Business acumen

Business acumen :

- 8% of the exam
- "Business-oriented skills": combination of knowledge, skills and experience that enables professionals to understand the key elements of a business
- It's about understanding strategy, market dynamics and the business context to navigate in today's world

Percentage of project professionals who demonstrate proficiency in more than seven business acumen skills AND apply more than five roadblock mitigation tactics.



All respondents (N = 2,254)

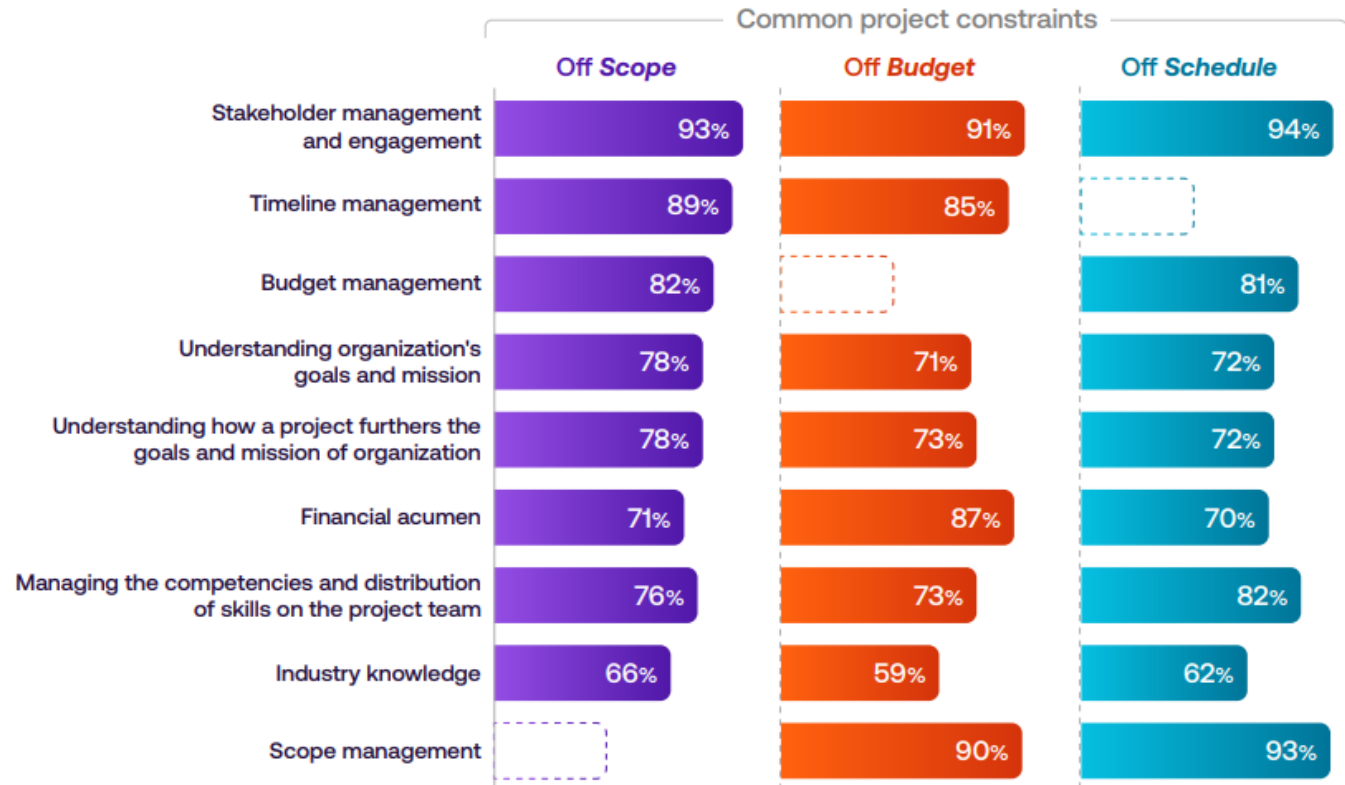
66%
Moderate business acumen

- Proficient/expert in 4–6 skills
- Uses 3–4 roadblock mitigation tactics

16%
Low business acumen

- Proficient/expert in 3 skills
- Uses 1–2 roadblock mitigation tactics

Percentage of project professionals who consider each business acumen skill very or extremely important when managing projects that go off budget, off schedule or off scope.



Source: PMI Annual Global Survey on Project Management 2024 Survey, n = 2,841