

PMI-CAPM®
Certified Associate
Project Manager

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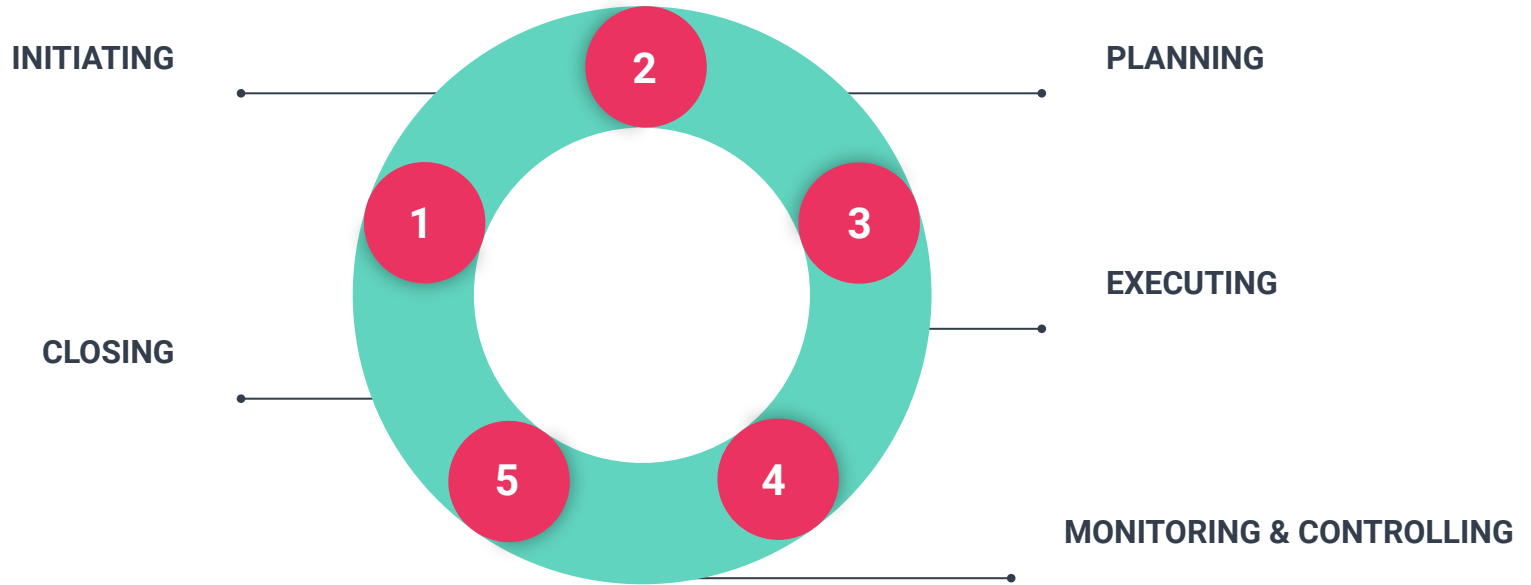
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5 Process Groups



10 Knowledge Areas

1. Project **Integration** Management
2. Project **Scope** Management
3. Project **Schedule** Management
4. Project **Cost** Management
5. Project **Quality** Management

6. Project **Resource** Management
7. Project **Communications** Management
8. Project **Risk** Management
9. Project **Procurement** Management
10. Project **Stakeholder** Management

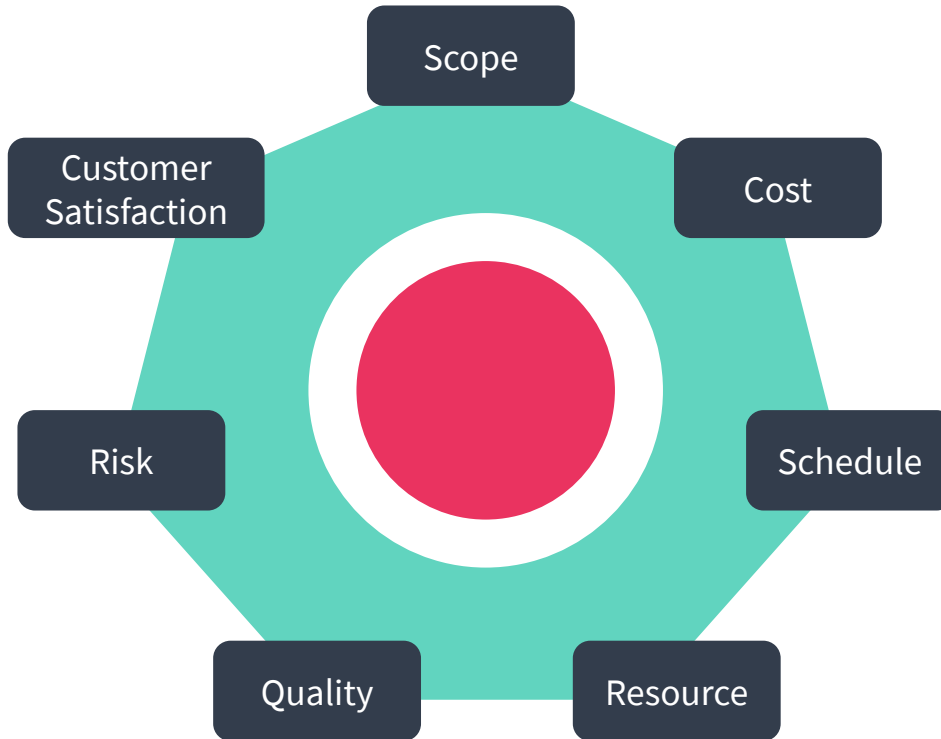
Which are Project Manager **powers**?

- **Referent** is the power of a project manager that comes from another person respecting him/her, along with liking or wanting to be like him/her.
- **Expert** is the power of the project manager that refers to him/her being a technical or project management expert.
- **Reward** is the power of the project manager that is based on his/her ability to provide rewards.
- **Formal** is the power of the project manager that is based on his/her position within the organization.

Responsibility, accountability, and authority?

To operate effectively and efficiently, the project manager needs to understand where responsibility, accountability, and authority reside within the organization.

What are the **7 Project Constraints**?



What is the difference between... ?

Supportive PMO

VS

Controlling PMO

VS

Directive PMO

Provides a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects.

Low degree of control.

Provides support and require compliance (adoptions of project management frameworks, use of specific templates/forms/tools, and conformance to governance frameworks) through various means.

Moderate degree of control.

Takes control of the projects by directly managing the projects.

High degree of control.

A project management office (PMO) is an organizational structure that **standardizes the project-related governance processes and facilitates the sharing** of resources, methodologies, tools, and techniques.

What is the difference between... ?

**Statement
of Work
(SOW)**

VS

**Product
Scope
Description**

VS

**Strategic
Plan**

References the
**organization's business
needs.**

Defines the product,
services, or results expected
as a result of the project.

Documents the
**organization's strategic
vision, goals, and
objectives.**

Which are **Data Gathering** techniques?

Data gathering is a T&Tools big family that helps to find **input** for the process.

- Interviews
- Questionnaires & Surveys
- Brainstorming
- Benchmarking
- Checklists
- Prompt lists
- Market research
- Focus groups

Which are **Data Analysis** techniques?

Data analysis is a T&Tools big family that helps to **look deeper** into the available data.

- Variance Analysis
- Trend Analysis
- Cost-Benefit Analysis
- Earned Value Analysis
- **Documents Analysis**
- **Performance Reviews**
- Reserves Analysis
- **Root-Cause Analysis**
- SWOT Analysis
- **What-if Analysis**

Which are **Data Representation** techniques?

Data representation is a T&Tools big family that helps to **visually figure out** infos from the available data.

- Mind Mapping
- Probability / Impact Matrix
- Affinity Diagrams
- **Control Chart**
- Cause-Effect Diagrams
- Logical data model
- **Scatter Diagrams**
- **Histograms**
- **Flow Charts**

Which are **Communication** techniques?

- **Active listening**
- Feedback
- **Presentations**
- Communication methods
- Communication technologies

Which are **Interpersonal & Team skills**?

- Facilitation
- Leadership
- Team-building
- Conflict management
- Decision making
- Emotional Intelligence
- **Negotiation**
- **Political awareness**

What is included in **EEFs**?

Internal EEFs

- Organizational culture, structure, and governance
- Geographic distribution of facilities and resources
- Infrastructure
- Information technology software
- Resource availability
- Employee capability

External EEFs

- Marketplace conditions
- Social and cultural influences and issues
- Legal restrictions
- Commercial databases
- Academic research
- Government or industry standards
- Financial considerations
- Physical environmental elements

EEFs refer to **conditions outside the control of the project team** that affect a project.

What is included in OPAs?

What's included

- Policies and procedures for social media, ethics, and security
- Policies and procedures for issue, risk, change and data management
- Communications requirements
- Standardized guidelines for development, exchange, storage, and retrieval of information
- Historic information and lessons learned
- Stakeholder and communications data and information from previous projects

OPAs include any knowledge, artifact, or best practice **from previous projects** and are grouped into processes, policies, and procedures and organizational knowledge bases.

What is Governance?

Governance is the framework within which **authority is exercised** in organizations.

Governance **influences how objectives of the organization are set** and achieved, risk is monitored and assessed, and performance is optimized.

What's included

- Rules
- Policies
- Procedures
- Norms
- Relationships
- Systems
- Processes

Which are **most common leadership styles**?

- **Laissez-faire:** Allows the team to make their own decisions and establish their own goals; hands-off style.
- **Transactional:** Focuses on goals, feedback, and accomplishments to determine rewards; management by exception.
- **Servant leader:** Demonstrates commitment to serve and put other people first; focuses on other people's growth, learning, development, autonomy, and well-being; concentrates on relationships, community, and collaboration; leadership is secondary to service.
- **Transformational:** Empowers followers through idealized attributes and behaviors, inspirational motivation, encouragement for innovation and creativity, and individual consideration.
- **Charismatic:** Ability to inspire, is high-energy, enthusiastic, self-confident, holds strong convictions.
- **Interactional:** A combination of transactional, transformational, and charismatic.

What is a **System**?

A system is **a collection of components**.

A component is an identifiable element within the project or organization that **provides a particular function** or group of related functions.

- Systems are dynamic
- Systems can be optimized
- System components can be optimized
- Systems and their components cannot be optimized at the same time
- Systems are nonlinear in responsiveness (a change in the input does not produce a predictable change in the output)

What is the flow between... ?

**Work
Performance
Data**



**Work
Performance
Informations**



**Work
Performance
Reports**

Direct & Manage Work ⇒ WPD

The raw observations and measurements identified during activities being performed to carry out the project work.

Examples:

- work completed
- key performance indicators (KPIs)
- technical performance measures
- actual start and finish dates of schedule activities
- story points completed
- deliverables status
- schedule progress
- number of change requests
- number of defects
- actual costs incurred
- actual durations

WPD ⇒ M&C* ⇒ WPI

*for all but M&C of KA: Integration

WPI ⇒ M&C Work ⇒ WPR

WPR ⇒ Perform Integrated Change Control / Manage Team / Manage Communications / Manage Risks

What about **Closing Process** group?

What's included

- Obtain **acceptance by the customer** or sponsor to formally close the project or phase
- Conduct post-project or phase-end **review**
- **Record impacts** of tailoring to any process
- Document **lessons learned**
- Apply appropriate **updates to OPAs**
- Archive all relevant project documents in the project management information system (**PMIS**) to be used as historical data
- **Close out all procurement activities**, ensuring termination of all relevant agreements
- Perform team members' assessments and **release project resources**

In the closing process group the project manager work diligently to **index and archive** his project's records.



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THANK YOU
