

# Exam Objectives

The PMI Project Management Ready™ certification familiarizes students with the concepts of project management and introduces the tools to apply this knowledge to a wide range of career paths. It fills the need for an industry-recognized certification that allows career and technical education institutions to add value to their programs across career clusters.

Project Management Institute® (PMI) is the world's leading association for those who consider project, program or portfolio management their profession. Through global advocacy, collaboration, education and research, we work to prepare more than three million professionals around the world for The Project Economy: the coming economy in which work, and individuals, are organized around projects.

## 1. Project Management Fundamentals

### 1.1 Describe common project management approaches

- 1.1.1 Define project life cycle
- 1.1.2 Describe the key characteristics of a predictive approach
- 1.1.3 Describe the key characteristics of an adaptive approach
- 1.1.4 Describe the key characteristics of a hybrid approach
- 1.1.5 Compare and contrast predictive, adaptive, and hybrid approaches

### 1.2 Describe the role of ethics in project management

- 1.2.1 Describe project management ethics
- 1.2.2 Given a project scenario involving an ethical dilemma, identify an ethical solution

### 1.3 Identify basic leadership skills

- 1.3.1 Describe the role of motivation in leading others
- 1.3.2 Describe the role of listening in leadership
- 1.3.3 Identify basic conflict management strategies (withdraw/avoid, smoothing/accommodating, compromise/reconcile, force/direct, collaborate/problem-solve)

### 1.4 Describe project communications

- 1.4.1 Describe the elements of effective communication
- 1.4.2 Given a scenario, identify an appropriate communication method to use
- 1.4.3 Describe the components of a status update

## 2. Starting the Project

### 2.1 Describe a project charter

- 2.1.1 Describe the purpose of a project charter
- 2.1.2 Describe the elements of a project charter (project purpose, objectives, milestones)

### 2.2 Differentiate between various stakeholder roles and responsibilities

- 2.2.1 Identify stakeholder roles and responsibilities in a project (sponsors, vendors, project manager, team members, managers, customers)

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2.2.2 Explain the concept of authority, responsibility, and decision making

## 3. Planning the work

### 3.1 Describe the purpose of the project management plan

3.1.1 Describe the purpose of various components of a project management plan (budget, risk, schedule, scope)

3.1.2 Describe the interdependency of scope, schedule, and budget

### 3.2 Describe the concept of project scope

3.2.1 Define common terminology related to scope (scope statement, in scope, out of scope)

3.2.2 Describe the concept of a work breakdown structure (WBS)

### 3.3 Describe the concept of project scheduling

3.3.1 Define common terminology related to schedules (deliverables, tasks, dependencies, start and end dates)

3.3.2 Explain the impact of resource availability on schedules

### 3.4 Describe the concept of project budget

3.4.1 Define common terminology related to budgets (procurement, vendor, contracts)

3.4.2 Describe methods for budget development (historical comparison, bottom-up)

## 4. Completing the work

### 4.1 Monitor project scope, schedule, and budget

4.1.1 Describe the effects of unplanned changes to scope (scope creep, gold plating)

4.1.2 Explain why schedules are tracked

4.1.3 Explain why budgets are tracked

4.1.4 Given a scenario, determine steps to resolve variances in scope, schedule, or budget

### 4.2 Describe the concept of quality in project work

4.2.1 Describe the role of quality assurance in project development

4.2.2 Identify an appropriate response to quality issues

### 4.3 Describe the change management process

4.3.1 Explain the purpose of a change management process

4.3.2 Describe the basic steps in a change management process

## 5. Ending the project

### 5.1 Verify project completion

5.1.1 Explain the purpose of closing all contracts

5.1.2 Explain the purpose of project sponsor signoff

### 5.2 Describe project closing activities related to documentation

5.2.1 Explain the purpose of archiving project documents and processes

5.2.2 Describe the benefits of documenting lessons learned