

# 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 Mgmt Fundamentals and Core Concepts

### 1.1 Recognize core terminology

- 1.1.1 Define a project, product, program, portfolio, etc.
- 1.1.2 Define project management
- 1.1.3 Define a business case
- 1.1.4 Define common terminology related to scope (scope statement, in scope, out of scope, scope creep, gold plating)
- 1.1.5 Define deliverables
- 1.1.6 Define a milestone and task
- 1.1.7 List components of a project
- 1.1.8 List components of a business case
- 1.1.9 Define issues, risks, assumptions, and constraints
- 1.1.10 Identify features of a predictive (traditional, plan-based) approach
- 1.1.11 Identify features of an adaptive approach (agile delivery)
- 1.1.12 Identify project management ethics and solutions to ethical dilemmas (refer to PMI code of ethics)

### 1.2 Identify concepts and terminology of project management planning

- 1.2.1 Identify concepts of a project management plan (e.g., cost, quality, risk, schedule, etc.)
- 1.2.2 Define different types of resources (e.g., human and material) and their impact on schedules
- 1.2.3 Identify common terminology in business concepts related to project management (e.g., project charter, change management processes, conflict management strategies, leadership, motivation, etc.)
- 1.2.4 Identify benefits and concepts associated with risk register.
- 1.2.5 Identify benefits and concepts associated with the stakeholder register.

### 1.3 Identify project roles and responsibilities

- 1.3.1 Define the key stakeholder roles such as project managers, sponsors, team leaders, team members, project clients, etc.
- 1.3.2 Define the key stakeholder responsibilities such as project managers, sponsors, team leaders, team members, project clients, etc.

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

## 1.4 Identify tools and systems used for or associated with project management

1.4.1 Identify the typical tools used for creating a project schedule

1.4.2 Define the characteristics and benefits of various project management tools

## 1.5 Identify common problem-solving tools and techniques

1.5.1 Define common information gathering tools or techniques

1.5.2 Describe the elements of effective communication

## 2. Predictive Plan-Based Methodologies

### 2.1 Recognize when a predictive plan-based approach is appropriate

2.1.1 Identify the primary rationale for predictive plan-based projects

2.1.2 Identify the process groups and knowledge areas (e.g., cost, quality, risk, schedule, etc.)

2.1.3 Identify project phases and the correct order of the phases

2.1.4 Define a typical project structure for a predictive plan-based approach

### 2.2 Identify attributes of a project management plan schedule

2.2.1 Identify the steps to create a schedule

2.2.2 Define a work breakdown structure

2.2.3 Define dependency

2.2.4 Define a critical path

### 2.3 Identify attributes of executing and controlling predictive plan-based projects

2.3.1 Describe the project controls in predictive plan-based projects (e.g., earned value, baselines, etc.)

2.3.2 Given a scenario, determine steps to resolve variances in scope, schedule, cost, or quality

## 3. Agile Frameworks/Methodologies

### 3.1 Recognize when agile project management is appropriate

3.1.1 Compare and contrast predictive, adaptive, and hybrid approaches

3.1.2 Identify the key tenants/principles of agile

3.1.3 Recognize hybridization

3.1.4 Define the use of transparency in Agile projects

3.1.5 Describe the process of engaging customers

3.1.6 Identify common agile methodologies

### 3.2 Identify attributes of plan iterations of a project

3.2.1 State the components of agile sequencing

3.2.2 State the importance of Agile project tracking

### 3.3 Identify agile roles and responsibilities

3.3.1 Define the role of the agile project lead

3.3.2 Define the role of the agile project member

3.3.3 Identify good team principles in agile project management

3.3.4 Identify examples of team collaboration agile project management

## 3.4 Identify components of an agile plan

3.4.1 Identify the components of a specific agile plan (e.g., Scrum, XP, Scaled Agile Framework, Kanban, etc.)

## 3.5 Describe task management steps (e.g., Decomposition, Prioritize, etc.)

3.5.1 Describe the task decomposition process in an agile project management

3.5.2 Describe the task prioritization process in an agile project management

3.5.3 Identify stakeholders of the final product

## 4. Business Analysis Frameworks

### 4.1 Identify business analysis roles and responsibilities

4.1.1 List critical/core stakeholder roles and responsibilities (e.g., business analysts, business sponsor, process owner, product manager, product owner, etc.)

4.1.2 Define types of roles (internal vs external)

### 4.2 Identify attributes of stakeholder communication

4.2.1 List elements in a communication plan

4.2.2 Describe the components of a status update

### 4.3 Identify attributes related to gathering requirements

4.3.1 List types of requirements (e.g., functional, nonfunctional, stakeholder, security, solution, business, market research, bench marking, etc.)

4.3.2 List ways of gathering requirements

4.3.3 Define requirements traceability matrix/product backlog

### 4.4 Identify product roadmap attributes

4.4.1 Define what a product roadmap is

4.4.2 List product roadmap components

4.4.3 Define a release plan

### 4.5 Identify components of product delivery

4.5.1 Describe project closing activities (closing contracts, sponsor signoff, archiving documentation, lessons learned, etc.)