

# Certified Associate in Project Management (CAPM)® Exam Prep

## Course Overview

This course will teach students about the basics of project management and professional responsibility. They will also learn about the different areas of project management, including integration, scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder management.

<b><u>Course Introduction</u></b>	5m
Course Introduction	
<b><u>Chapter 01 - CAPM Application &amp; Exam</u></b>	53m
What do the letters CAPM mean?	
How Do I Become A CAPM?	
Scheduling the Exam	
CAPM Application	
Project Management & Processes	
Project Integration Management	
Project Scope Management	
Project Schedule Management	
Project Cost Management	
Project Quality Management	
Resources Management	
Project Communications Management	
Project Risk Management	
Project Procurement Management	
Project Stakeholder Management	
CAPM Exam	
Types of Questions: Two Right Answers, Made up Terms	
Types of Questions: Two Right Answers	
Types of Questions: Situational Questions	
Types of Questions: Extraneous Information	
Types of Questions: Understanding vs. Memorization	
Types of Questions: Questions With Invented Terms	
Types of Questions: Answers With More than One Component	
Recurring Themes: PMI'isms	
The Exam – Why People Fail	
<b><u>Chapter 02 - Organizations and Project Management</u></b>	33m
Organizations and Project Management	
Differentiation vs. Integration	
Functional Organization	
Potential Advantages of a Functional Organization	
Potential Issues with a Functional Organization	

Projectized Organization  
Potential Advantages of a Projectized Organization  
Potential Issues with a Projectized Organization  
The Matrix Organization  
A Weak Matrix Organization  
A Balanced Matrix Organization  
A Strong Matrix Organization  
Potential Advantages of a Matrix Organization  
Potential Issues with a Matrix Organization  
Project Characteristics

### **Chapter 03 - The Basics of Project Management**

1h 50m

The Basics of Project Management  
What is Project Management?  
Projects and Operations  
Program and Portfolio  
Organizational Project Management  
Key Terms  
Key Terms – Life Cycles  
Key Terms (Cont.)  
It's all about managing six (6) things. It's simple really...  
Plan - Do - Check - Act  
Project Life Cycle  
Model  
Developmental Methodologies  
The Big 3 Life Cycles  
Keys to the Predictive Waterfall Model  
The Basic Predictive Model  
Keys to the Predictive Model  
Keys Challenges to the Predictive Model  
The Iterative Life Cycles  
Advantages of the Iterative Model  
Challenges of the Iterative Model  
Prototyping  
Reasons to Prototype  
Dangers of Prototyping  
Managing WIP  
Scrum  
Foundation  
Scrum Model  
A Project Vision  
Product Backlog  
The Scrum Roles  
The Release Planning Meeting  
The Sprint Planning Meeting  
Team/Scrum Board  
Burndown Chart  
Sprint Planning Meeting  
The Daily Scrum  
Sprint Review

Sprint Retrospective  
Scrum Table  
PMBOK Guide Knowledge Areas  
Ten Knowledge Areas Extended  
Inputs - Tools & Techniques - Outputs  
Ten Knowledge Areas Extended (Cont.)  
The Process Groups & Knowledge Areas Combined

**Chapter 04 - Project Integration Management**

59m

Project Integration Management  
Integration Management  
4.1 Develop Project Charter  
The Business Case  
4.2 Develop Project Management Plan  
Project Management Plan & Project Documents  
Baselines, Logs & Registers  
Project Management Plan Diagram  
4.3 Direct & Manage Project Work  
4.4 Manage Project Knowledge  
4.5 Monitor & Control Project Work  
4.6 Perform Integrated Change Control  
4.7 Close Project or Phase  
Summary

**Chapter 05 - Project Scope Management**

50m

Project Scope Management  
Scope Management  
The Product vs. Project Scope:  
The Scope Management Plan Answers...  
The Steps in Scope Management  
How Scope is Measured  
5.1 Plan Scope Management  
5.2 Collect Requirements  
Requirements Data Gathering  
Voting  
Idea Mapping Guidelines  
Brainstorming Steps  
5.3 Define Scope  
Charter vs. Scope Statement  
5.4 Create WBS  
WBS Terminology  
Components of the WBS  
Effective WBS's  
5.4 Create WBS (Cont.)  
5.5 Validate Scope  
5.6 Control Scope  
Summary

## **Chapter 06 - Project Schedule Management**

2h 5m

Project Schedule Management  
Schedule Management  
6.1 Plan Schedule Management  
6.2 Define Activities  
Rolling Wave Planning  
6.2 Define Activities (Cont.)  
6.3 Sequence Activities  
PDM  
Conditional Diagramming  
Dependencies  
Leads & Lag  
6.3 Sequence Activities (Cont.)  
Dependency Determination  
Leads & Lag Example  
6.4 Estimate Activity Durations  
Project Evaluation & Review Technique (PERT)  
Distributions  
Reserves  
Agile Estimation  
6.5 Develop Schedule  
CPM  
The Critical Path Method  
Resource Optimization  
Critical Chain Method  
CCPM  
A Sample Story Map  
6.5 Develop Schedule (Cont.)  
Leveling vs. Smoothing  
Other Terms  
Crashing vs. Fast Tracking  
Gantt Charts  
Milestone Chart  
6.6 Control Schedule  
Summary

## **Chapter 07 - Project Cost Management**

1h 14m

Project Cost Management  
Cost Management  
7.1 Plan Cost Management  
7.2 Estimate Costs  
Accuracy of Estimates  
7.3 Determine Budget  
Accounting Terms  
7.3 Determine Budget (Cont.)  
Funding Requirements  
Depreciation  
7.4 Control Costs  
Cumulative Cost Curve  
Earned Value Chart

Forecasting – ETC  
Forecasting - EAC  
Forecasting - TCPI  
Earned Schedule Theory  
Summary

**Chapter 08 - Project Quality Management**

1h 35m

Project Quality Management  
Key Terms  
Quality Management  
Thought Leaders  
8.1 Plan Quality  
Cost of Quality  
Flowcharts  
SIPOC  
SIPOC Steps  
SIPOC (Cont.)  
Logical Data Model  
Matrix Diagrams  
Matrix Diagram Symbols  
Sample Matrix Diagrams  
Test Driven Development (TDD)  
Acceptance Test-Driven Development  
Refactoring  
Types of Refactoring  
8.2 Manage Quality  
Root Cause Analysis  
Affinity Diagrams  
Affinity Diagrams Steps  
Affinity Diagrams (Cont.)  
Cause and Effect Diagram  
Histogram Sample  
Scatter Diagram  
Control Chart  
Pareto Diagrams  
Run Chart  
Design For X  
Problem Solving  
Benchmarking  
Design of Experiments (DOE)  
8.3 Control Quality  
7 Basic Quality Tools  
Check or Tally Sheets  
Statistical Sampling Terms  
Statistical Terms  
Statistical Example  
Summary

## **Chapter 09 - Project Resources Management**

1h 26m

Project Resources Management  
The Processes that Organize All Project Resources  
9.1 Plan Resources Management  
Team Charter  
Organization Chart  
Responsibility Assignment Matrix  
Common Theories  
Resource Management Plan  
9.2 Estimate Activity Resources  
9.3 Acquire Resources  
9.4 Develop Team  
The Five (5) Conflict Resolution Modes  
Speed B. Leas Conflict Model  
The Five Dysfunctions of a Team  
Absence of Trust  
Absence of Conflict  
Lack of Commitment  
Avoidance of Accountability  
Inattention to Results  
9.5 Manage Team  
Emotional Intelligence  
Ability-Based EI Model  
Goleman's Mixed EI Model  
Trait EI Model  
Leadership Styles  
Theories of Management Style  
Sources of Power  
Servant Leadership  
Management vs. Leadership  
Adaptive Leadership  
9.6 Control Resources  
Final Terms  
Summary

## **Chapter 10 - Project Communications Management**

28m

Project Communications Management  
Communications Management  
Communications Dimensions  
Communications Terms  
The Communication Model  
Didactic Communication Example  
Styles  
10.1 Plan Communications Management  
Stakeholder Engagement Matrix  
The Communications Management Plan  
10.2 Manage Communications  
Communications Techniques and Considerations  
10.2 Manage Communications (Cont.)  
10.3 Monitor Communications

10.3 Control Communications  
Summary

**Chapter 11 - Project Risk Management**

1h 11m

Project Risk Management  
Risk Management  
Risk  
Types of Risks  
Key Terms  
11.1 Plan Risk Management  
Included in the Risk Management Plan  
Sample RBS  
Scales for Impact and Probability  
Sample Impact Matrix  
11.2 Identify Risks  
Brainstorming  
Delphi Technique  
SWOT Analysis  
Prompt Lists  
The Risk Register  
11.3 Perform Qualitative Risk Analysis  
Risk Parameters  
Probability & Impact Matrix  
11.4 Perform Quantitative Risk Analysis  
Influence Diagrams  
Expected Monetary Value (EMV)  
Decision Tree Analysis  
A Sample Decision Tree with Costs  
Data Modeling - Simulation  
11.5 Plan Risk Responses  
Response Strategies  
Risk Register Updates  
11.6 Implement Risk Responses  
11.6 Plan Implement Responses  
11.7 Monitor Risks  
Summary

**Chapter 12 - Project Procurement Management**

45m

Project Procurement Management  
Procurement Management  
Procurement PMIisms  
Procurement Terms  
12.1 Plan Procurement Management  
Source Selection Analysis  
Procurement Management Plan  
Bid Documents  
Procurement Statement of Work  
3 Types - Procurement Statement of Work  
Procurement Documents  
Contracts

12.2 Conduct Procurements

Negotiating Tactics

Source Selection Criteria

12.3 Control Procurements

Negotiate Settlements

Summary

**Chapter 13 - Project Stakeholder Management**

20m

Project Stakeholder Management

13.1 Identify Stakeholders

Brain Writing - Data Gathering

Data Analysis for Stakeholders

Classification Models for Stakeholder Analysis

Stakeholder Prioritization

Saliience Model

Saliience Model Groups

Direction of Influence

Stakeholder Engagement Classification

13.2 Plan Stakeholder Management

13.3 Manage Stakeholder Engagement

13.4 Monitor Stakeholder Engagement

Summary

**Chapter 14 - Professional Responsibility**

11m

Professional Responsibility

Duty to the Profession

Scope & Estimates

Authority

Above All Else...

**Total Duration: 14h 25m**