



## PMP® Examination Tasks Puzzle game

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Here is a great game to play to test your knowledge of the tasks you will be tested on in the actual examination. What we have done is take each of the domain tasks in the role delineation study that defines the exam and put them into this puzzle game.

### **Instructions:**

Cut out the following pages (or copy them), cut them up into individual pieces by cutting along all the dotted lines and then put them back in the correct order with each task in the correct domain area (i.e. Initiating, Planning, Executing, Monitoring & Controlling, Closing) and in the correct order. You can check you answer in the next section which provides the domain tasks from the role delineation study in the correct domain group and order.

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<p><b>INITIATING THE PROJECT</b></p>	<p>Perform stakeholder analysis using appropriate tools and techniques, in order to align expectations and gain support for the project.</p>	<p>Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.</p>
<p>Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders, in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.</p>	<p>Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data and expert judgment, in order to propose an implementation strategy.</p>	<p>Conduct benefit analysis with stakeholders (including sponsor, customer, subject matter experts), in order to validate project alignment with organizational strategy and expected business value.</p>
<p>Identify key deliverables based on the business requirements, in order to manage customer expectations and direct the achievement of project goals.</p>	<p>Participate in the development of the project charter by compiling and analyzing gathered information, in order to ensure project stakeholders are in agreement on its elements.</p>	<p>Inform stakeholders of the approved project charter, in order to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.</p>
<p><b>PLANNING THE PROJECT</b></p>	<p>Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques, in order to establish detailed project deliverables.</p>	<p>Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.</p>

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<p>Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques, in order to manage project costs.</p>	<p>Develop the project schedule based on the approved project deliverables and milestones, scope, and resource management plans, in order to manage timely completion of the project.</p>	<p>Develop the human resource management plan by defining the roles and responsibilities of the project team members, in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.</p>
<p>Develop the communications management plan based on the project organization structure and stakeholder requirements, in order to define and manage the flow of project information.</p>	<p>Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.</p>	<p>Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.</p>
<p>Develop the change management plan by defining how changes will be addressed and controlled, in order to track and manage change.</p>	<p>Develop the risk management plan by identifying, analyzing, and prioritizing project risks, and defining risk response strategies, in order to manage uncertainty and opportunity throughout the project life cycle.</p>	<p>Present the project management plan to the relevant stakeholders according to applicable policies and procedures, in order to obtain approval to proceed with project execution.</p>
<p>Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information, in order to inform and engage stakeholders and gain commitment.</p>	<p>Develop the stakeholder management plan by analyzing needs, interests, and potential impact, in order to effectively manage stakeholders' expectations and engage them in project decisions.</p>	

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<b>EXECUTING THE PROJECT</b>	Acquire and manage project resources by following the human resource and procurement management plans, in order to meet project requirements.	Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is performed in accordance with required quality standards.
Implement approved changes and corrective actions by following the change management plan, in order to meet project requirements.	Implement approved actions by following the risk management plan, in order to minimize the impact of the risks and take advantage of opportunities on the project.	Manage the flow of information by following the communications plan, in order to keep stakeholders engaged and informed.
Maintain stakeholder relationships by following the stakeholder management plan, in order to receive continued support and manage expectations.	Manage task execution based on the project management plan by leading and developing the project team, in order to achieve project deliverables.	
<b>MONITORING AND CONTROLLING THE PROJECT</b>	Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances and corrective actions.	Manage changes to the project by following the change management plan, in order to ensure that project goals remain aligned with business needs.

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<p>Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques, in order to meet project requirements and business needs.</p>	<p>Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies, in order to manage the impact of risks and opportunities on the project.</p>	<p>Review the issue log, and update if necessary, and determine corrective actions by using appropriate tools and techniques, in order to minimize the impact on the project.</p>
<p>Capture, analyze, and manage lessons learned using lessons learned management techniques, in order to enable continuous improvement.</p>	<p>Monitor procurement activities according to the procurement plan, in order to verify compliance with project objectives.</p>	
<p><b>CLOSING THE PROJECT</b></p>	<p>Obtain final acceptance of the project deliverables from relevant stakeholders, in order to confirm that project scope and deliverables were achieved.</p>	<p>Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.</p>
<p>Obtain financial, legal, and administrative closure using generally accepted practices and policies, in order to communicate formal project closure and ensure transfer of liability.</p>	<p>Prepare and share the final project report according to the communications management plan, in order to document and convey project performance and assist in project evaluation.</p>	<p>Collate lessons learned that were documented throughout the project and conduct a comprehensive project review, in order to update the organization's knowledge base.</p>

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<p>Archive project documents and materials using generally accepted practices, in order to comply with statutory requirements and for potential use in future projects and audits.</p>	<p>Obtain feedback from relevant stakeholders, using appropriate tools and techniques and based on the stakeholder management plan, in order to evaluate their satisfaction.</p>	
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## PMP® Examination Role Delineation Domain Tasks

Here is the information from the PMI® Role Delineation Study listing the actual task you should be able to demonstrate competency in in order to pass the PMP® examination. Remember that the examination is not based on the PMBOK® Guide but is based on these tasks. Take time to read and understand these and how they link back to the information contained in the PMBOK® Guide and the contents of this book. Please visit the Project Management Institute (PMI®) website at [www.pmi.org](http://www.pmi.org) for more details and to complete your membership application and examination eligibility application.

<b>PERFORMANCE DOMAIN I: INITIATING THE PROJECT 13%</b>
Task 1: Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders, in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
Task 2: Identify key deliverables based on the business requirements, in order to manage customer expectations and direct the achievement of project goals.
Task 3: Perform stakeholder analysis using appropriate tools and techniques, in order to align expectations and gain support for the project.
Task 4: Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data and expert judgment, in order to propose an implementation strategy.
Task 5: Participate in the development of the project charter by compiling and analyzing gathered information, in order to ensure project stakeholders are in agreement on its elements.
Task 6: Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
Task 7: Conduct benefit analysis with stakeholders (including sponsor, customer, subject matter experts), in order to validate project alignment with organizational strategy and expected business value.
Task 8: Inform stakeholders of the approved project charter, in order to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.
<b>Knowledge and Skills:</b> <ul style="list-style-type: none"><li>▪ Analytical skills</li><li>▪ Benefit analysis techniques</li><li>▪ Elements of a Project Charter</li><li>▪ Estimation tools and techniques</li><li>▪ Strategic management</li></ul>
<b>PERFORMANCE DOMAIN II: PLANNING THE PROJECT 24%</b>
Task 1: Review and assess detailed project requirements, constraints, and assumptions with stakeholders based on the project charter, lessons learned, and by using requirement gathering techniques, in order to establish detailed project deliverables.
Task 2: Develop a scope management plan, based on the approved project scope and using scope management techniques, in order to define, maintain, and manage the scope of the project.
Task 3: Develop the cost management plan based on the project scope, schedule, resources, approved project charter and other information, using estimating techniques, in order to manage project costs.
Task 4: Develop the project schedule based on the approved project deliverables and milestones, scope, and resource management plans, in order to manage timely completion of the project.
Task 5: Develop the human resource management plan by defining the roles and responsibilities of the project team members, in order to create a project organizational structure and provide guidance regarding how resources will be assigned and managed.

Task 6: Develop the communications management plan based on the project organization structure and stakeholder requirements, in order to define and manage the flow of project information.
Task 7: Develop the procurement management plan based on the project scope, budget, and schedule, in order to ensure that the required project resources will be available.
Task 8: Develop the quality management plan and define the quality standards for the project and its products, based on the project scope, risks, and requirements, in order to prevent the occurrence of defects and control the cost of quality.
Task 9: Develop the change management plan by defining how changes will be addressed and controlled, in order to track and manage change.
Task 10: Develop the risk management plan by identifying, analyzing, and prioritizing project risks, and defining risk response strategies, in order to manage uncertainty and opportunity throughout the project life cycle.
Task 11: Present the project management plan to the relevant stakeholders according to applicable policies and procedures, in order to obtain approval to proceed with project execution.
Task 12: Conduct kick-off meeting, communicating the start of the project, key milestones, and other relevant information, in order to inform and engage stakeholders and gain commitment.
Task 13: Develop the stakeholder management plan by analyzing needs, interests, and potential impact, in order to effectively manage stakeholders' expectations and engage them in project decisions.
<p><b>Knowledge and Skills:</b></p> <ul style="list-style-type: none"> <li>▪ Change management planning</li> <li>▪ Cost management planning, including project budgeting tools and techniques</li> <li>▪ Communications planning</li> <li>▪ Contract types and selection criteria</li> <li>▪ Estimation tools and techniques</li> <li>▪ Human resource planning</li> <li>▪ Lean and efficient principles</li> <li>▪ Procurement planning</li> <li>▪ Quality management planning</li> <li>▪ Requirements gathering techniques (e.g. planning sessions, brainstorming, and focus groups)</li> <li>▪ Regulatory and environmental impacts assessment planning</li> <li>▪ Risk management planning</li> <li>▪ Scope deconstruction (e.g., WBS, Scope backlog) tools and techniques</li> <li>▪ Scope management planning</li> <li>▪ Stakeholder management planning</li> <li>▪ Time management planning, including scheduling tools and techniques</li> <li>▪ Workflow diagramming techniques</li> </ul>
<b>PERFORMANCE DOMAIN III: EXECUTING THE PROJECT 31%</b>
Task 1: Acquire and manage project resources by following the human resource and procurement management plans, in order to meet project requirements.
Task 2: Manage task execution based on the project management plan by leading and developing the project team, in order to achieve project deliverables.
Task 3: Implement the quality management plan using the appropriate tools and techniques, in order to ensure that work is performed in accordance with required quality standards.
Task 4: Implement approved changes and corrective actions by following the change management plan, in order to meet project requirements.
Task 5: Implement approved actions by following the risk management plan, in order to minimize the impact of the risks and take advantage of opportunities on the project.
Task 6: Manage the flow of information by following the communications plan, in order to keep stakeholders engaged and informed.
Task 7: Maintain stakeholder relationships by following the stakeholder management plan, in order to receive continued support and manage expectations.
<p><b>Knowledge and Skills:</b></p> <ul style="list-style-type: none"> <li>▪ Continuous improvement processes</li> </ul>

<ul style="list-style-type: none"> <li>▪ Contract management techniques</li> <li>▪ Elements of a statement of work</li> <li>▪ Interdependencies among project elements</li> <li>▪ Project budgeting tools and techniques</li> <li>▪ Quality standard tools</li> <li>▪ Vendor management techniques</li> </ul>
<b>PERFORMANCE DOMAIN IV: MONITORING AND CONTROLLING THE PROJECT 25%</b>
Task 1: Measure project performance using appropriate tools and techniques, in order to identify and quantify any variances and corrective actions.
Task 2: Manage changes to the project by following the change management plan, in order to ensure that project goals remain aligned with business needs.
Task 3: Verify that project deliverables conform to the quality standards established in the quality management plan by using appropriate tools and techniques, in order to meet project requirements and business needs.
Task 4: Monitor and assess risk by determining whether exposure has changed and evaluating the effectiveness of response strategies, in order to manage the impact of risks and opportunities on the project.
Task 5: Review the issue log, and update if necessary, and determine corrective actions by using appropriate tools and techniques, in order to minimize the impact on the project.
Task 6: Capture, analyze, and manage lessons learned using lessons learned management techniques, in order to enable continuous improvement.
Task 7: Monitor procurement activities according to the procurement plan, in order to verify compliance with project objectives.
<b>Knowledge and Skills:</b> <ul style="list-style-type: none"> <li>▪ Performance measurement and tracking techniques (e.g. EV, CPM, PERT, Trend Analysis)</li> <li>▪ Process analysis techniques (e.g., LEAN, Kanban, Six Sigma)</li> <li>▪ Project control limits (e.g., thresholds, tolerance)</li> <li>▪ Project finance principles</li> <li>▪ Project monitoring tools and techniques</li> <li>▪ Project quality best practices and standards (e.g. ISO, BS, CMMI, IEEE)</li> <li>▪ Quality management tools (e.g., statistical sampling, control charts, flow charting, inspection, assessment)</li> <li>▪ Risk response techniques</li> <li>▪ Quality validation and verification techniques</li> </ul>
<b>PERFORMANCE DOMAIN V: CLOSING THE PROJECT 7%</b>
Task 1: Obtain final acceptance of the project deliverables from relevant stakeholders, in order to confirm that project scope and deliverables were achieved.
Task 2: Transfer the ownership of deliverables to the assigned stakeholders in accordance with the project plan, in order to facilitate project closure.
Task 3: Obtain financial, legal, and administrative closure using generally accepted practices and policies, in order to communicate formal project closure and ensure transfer of liability.
Task 4: Prepare and share the final project report according to the communications management plan, in order to document and convey project performance and assist in project evaluation.
Task 5: Collate lessons learned that were documented throughout the project and conduct a comprehensive project review, in order to update the organization's knowledge base.
Task 6: Archive project documents and materials using generally accepted practices, in order to comply with statutory requirements and for potential use in future projects and audits.
Task 7: Obtain feedback from relevant stakeholders, using appropriate tools and techniques and based on the stakeholder management plan, in order to evaluate their satisfaction.
<b>Knowledge and Skills:</b> <ul style="list-style-type: none"> <li>▪ Archiving practices and statutes</li> <li>▪ Compliance (statute/organization)</li> <li>▪ Contract closure requirements</li> <li>▪ Close-out procedures</li> </ul>

- Feedback techniques
- Performance measurement techniques (KPI and key success factors)
- Project review techniques
- Transition planning techniques

**Cross-Cutting Knowledge and Skills:**

- Active listening
- Applicable laws and regulations
- Benefits realization
- Brainstorming techniques
- Business acumen
- Change management techniques
- Coaching, mentoring, training, and motivational techniques
- Communication channels, tools, techniques, and methods
- Configuration management
- Conflict resolution
- Customer satisfaction metrics
- Data gathering techniques
- Decision-making
- Delegation techniques
- Diversity and cultural sensitivity
- Emotional intelligence
- Expert judgement technique
- Facilitation
- Generational sensitivity and diversity
- Information management tools, techniques, and methods
- Interpersonal skills
- Knowledge management
- Leadership tools, techniques, and skills
- Lessons learned management techniques
- Meeting management techniques
- Negotiating and influencing techniques and skills
- Organizational and operational awareness
- Peer-review processes
- Presentation tools and techniques
- Prioritization/time management
- Problem-solving tools and techniques
- Project finance principles
- Quality assurance and control techniques
- Relationship management
- Risk assessment techniques
- Situational awareness
- Stakeholder management techniques
- Team-building techniques
- Virtual/remote team management