

تنبيه هام! حقوق العرض محفوظة

- ❖ بموجب الحقوق الشرعية والقانونية، فإن هذا العرض ملك خاص لصاحبه، وأي نسخ أو نشر أو تعديل لمحتواه دون إذن مسبق يعد مخالفاً للأمانة العلمية والأخلاقية، وقد يترتب عليه مسؤولية قانونية.
- ❖ قال رسول الله ﷺ: "المسلم أخو المسلم، لا يظلمه ولا يسلمه ولا يخونه" (رواه مسلم). لذا، نرجو الحفاظ على الأمانة العلمية وعدم مشاركة هذا المحتوى دون إذن.
- ❖ جميع الحقوق محفوظة، وأي استخدام غير مصرح به قد يعرض صاحبه للمساءلة.

اللهم إني قد بذلت جهدي، فاحفظه بحق الأمانة والعلم

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24/01/2025



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Project Management Professional (PMP)®

- ✓ Anyone preparing for the **PMP® Certification**.
- ✓ Those starting their **journey in project management**.
- ✓ Anyone **interested in learning project management concepts**.
- ✓ Experienced project managers looking to **enhance their skills**.
- ✓ Individuals with **practical project management experience**.
- ✓ Those looking to **enhance their knowledge of project management**.
- ✓ Project managers seeking to learn project management based on **PMI standards**.



- **Founded:** 1969
- **Type:** Non-profit
- **Headquarters:** Pennsylvania, USA
- **Website:** pmi.org

PMI's Certification Program

PMI offers a comprehensive certification program for practitioners with **different levels of education and experience**. The certifications are developed and maintained through a vigorous process.

- Certified Associate in Project Management (CAPM)[®] certification.
- PMI Agile Certified Practitioner (PMI-ACP)[®] certification.
- PMI Risk Management Professional (PMI-RMP)[®] certification.
- PMI Scheduling Professional (PMI-SP)[®] certification.
- **Project Management Professional (PMP)[®] certification.**
- PMI Professional in Business Analysis (PMI-PBA)[®] certification.
- Program Management Professional (PgMP)[®] certification.
- Portfolio Management Professional (PfMP)[®] certification.

PMI's Certification Program

PMI FACT FILE

31 December 2023 Numbers

704,143

Total Members

222

Total Countries/Territories

303

Chartered Chapters

4

Potential Chapters

Certifications

Total Active Holders of:

5,488	DASM
3,122	DASSM
217	DAC
125	DAVSC
68,394	CAPM
59,419	PMI-ACP
103	PMI-CP
16,638	PMI-RMP
3,353	PMI-SP
7,301	PMT-PRA

1,454,550 PMP

5,350 PgMP

1,701 PfMP

6,031 PMI Project Management Ready



Project Management
Professional®

PgMP®

PfMP®

1.7M+

PMI certification holders worldwide, making PMI the leader in the field since 1969.

25M

New Project Professionals needed to meet global talent demands by 2030.

66%

PMP holders who reported an increase in total compensation over the last year, including salary, bonuses, and other cash incentives.

PMI's Certification Program

Certification

Project Management Professional (PMP)®

Demonstrate your ability to lead projects in any industry with this globally recognized certification and open the door to a world of opportunities. The **Project Management Professional®** certification acknowledges candidates who are skilled at managing the people, processes, and business priorities of professional projects.

Experience
3-5 years of
experience

Exam length
180 questions

Exam time
230 minutes

Languages ⓘ
16

Member price
\$284

Full price
\$575

Apply Now

Exam fee will only be required after your application has been accepted and you are ready to schedule your exam.

Learn More About Membership >

PMP®

[View Exam Content Outline](#) ↗



PMP Certification Eligibility Requirements

Path to a PMP certification

1

Check eligibility and prepare

2

Complete the application

3

Pay and schedule the exam

4

Study for the exam

5

Take the exam

Before you apply, make sure you meet one of the following sets of PMP certification requirements:

Set A requirements

- High school or secondary school diploma
- Minimum 60 months/5 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training. You can also meet this requirement with:

- CAPM® certification or
- PMI Authorized On-Demand PMP Exam Prep or
- Instructor-Led PMP® course

Set B requirements

- Bachelor's degree or higher (or global equivalent)
- 36 months/3 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training. You can also meet this requirement with:

- CAPM® certification or
- PMI Authorized On-Demand PMP Exam Prep or
- Instructor-Led PMP® course

Set C requirements

- Bachelor's degree or higher (or global equivalent) from a GAC accredited program
- 24 months/2 years experience leading and managing projects within the past eight years
- 35 hours of project management education/training (GAC core project management course work is pre-approved to fulfill this requirement)

Path to a PMP certification

1

Check eligibility and prepare

2

Complete the application

3

Pay and schedule the exam

4

Study for the exam

5

Take the exam

Follow the steps below for a smooth application process:

Gather your application materials

Document your experience related to past projects and training. Below are some examples to help guide you through your documentation process:

- Projects you've led
- Where you've worked, your role and responsibilities, duration of projects
- Training you've completed
- Institutions attended, courses completed, qualifying hours

Additional tips

- Remember to register a PMI.org user account before moving forward with your application.
- Don't miss any requirements with the [application checklist](#).
- Take your time. The application is save-as-you-go, so you can take a break if needed.
- Remember to focus on your role and responsibilities for the project, not as much on the project itself.

Path to a PMP certification

1

Check eligibility and prepare

2

Complete the application

3

Pay and schedule the exam

4

Study for the exam

5

Take the exam

Your application was accepted. What's next?

First, congratulations!

You're on the path toward career advancement. Once you verify your acceptance, the next step is to pay your exam fee.

In the case you're selected for an eligibility audit, you must provide the following to confirm your eligibility:

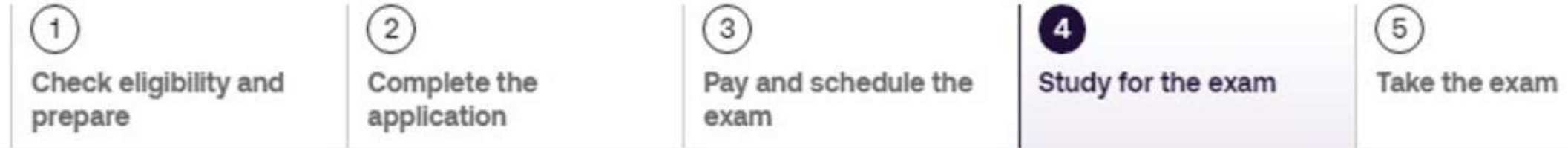
- Copy of degree
- Verification of experience signed by supervisor
- Certification or proof of 35 hours of project management education/training or CAPM® certification

Schedule your PMP exam

After you pay, you can schedule your exam. Below are some helpful details about exam scheduling:

- You can take your exam at a Pearson Vue Testing Center (recommended) or securely online
- You may attempt the exam up to three times in one year if you don't pass

Path to a PMP certification



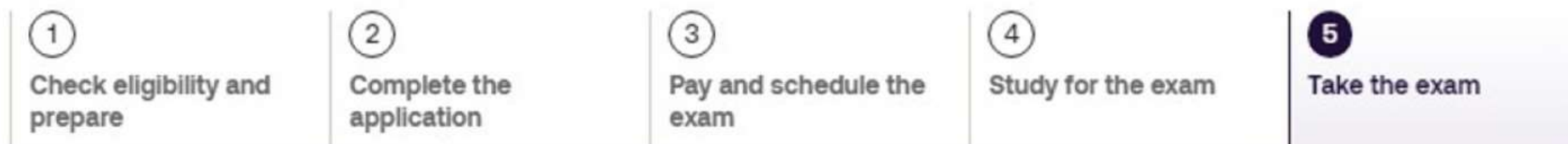
Prepare for your PMP exam day

While PMI certifications validate your existing skills and experience, preparation and study is critical to passing the exam.

Whether you're looking for in-person training, practice exams, or on-demand courses that allow you to go at your own pace, there are plenty of options for exam preparation.

[View PMP Exam Prep Resources](#) →

Path to a PMP certification



Countdown to exam day.

What to expect

About half of the examination will represent predictive project management approaches and the other half will represent agile or hybrid approaches. For more details about the PMP® exam and what to expect, check out the PMP® Exam Content Outline.

English



Download



At a glance:

- 230 minutes
- 180 questions
- 5 unscored pretest questions, 175 scored questions
- Offered in 16 languages

Associated exam content

- People 42%
- Process 50%
- Business environment 8%

View Sample Questions →

**PMP Sample Test Questions
(correct answers are bolded)**

1. An accepted deadline for a project approaches. However, the project manager realizes only 75% percent of the work has been completed. The project manager then issues a change request.

What should the change request authorize?

- A. Additional resources using the contingency fund
- B. Escalation approval to use contingency funding
- C. Team overtime to meet schedule
- D. Corrective action based on causes**

2. The project manager develops a process improvement plan to encourage continuous process improvement during the life of the project. Which of the following is a valid tool or technique to assist the project manager to assure the success of the process improvement plan?

- A. Change control system
- B. Process analysis**
- C. Benchmarking
- D. Configuration management system

3. The project manager meets with the project team to review lessons learned from previous projects. In what activity is the team involved?

- A. Performance management
- B. Scope identification
- C. Risk identification**
- D. Project team status meeting

PMP Exam 2021

(1) Multiple-choice

Q1) Which of the following is not a typical events of the Scrum Framework?

- ☐ Sprint Planning Meeting
- ☐ Sprint Retrospective Meeting
- ☐ Sprint Review Meeting
- ☐ Mid-Sprint Status Review Meeting

(2) Multiple responses

Q3) Which of the following main events are defined by Scrum Framework? (Choose three)

- ☐ Sprint Planning Meeting
- ☐ Sprint Retrospective Meeting
- ☐ Mid-Sprint Status Review Meeting
- ☐ Kanban Scrum Meeting
- ☐ Daily Scrum Meeting

(3) Multiple responses

Q2) Which of the following main events are defined by Scrum Framework? (Choose two)

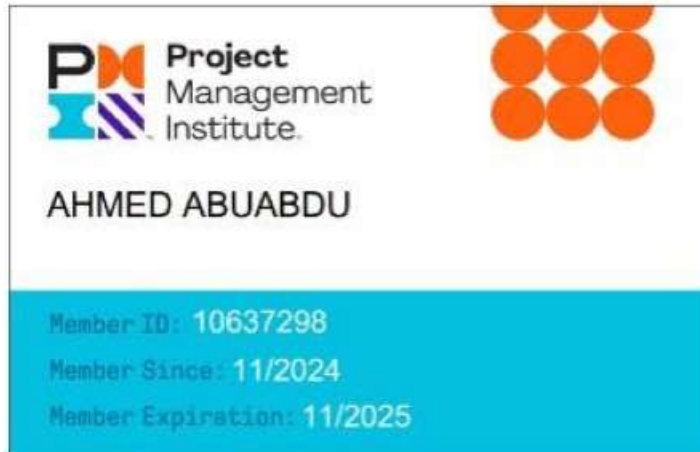
- ☐ Sprint XP Meeting
- ☐ Sprint Retrospective Meeting
- ☐ Mid-Sprint Status Review Meeting
- ☐ Daily Scrum Meeting
- ☐ Kanban Scrum Meeting

(4) Drag and Drop

Q4) Drag and drop the items from left to right.

Scrum Master	The customer requirements stored
Product Owner	Tracking project impediments in a Scrum project
Product Backlog	Self-organizing, organize and manage their own work
The Development team	Product Backlog, Sprint backlog, and increment
A typical artifact of the Scrum framework	Responsible for prioritizing the product backlog

PMP Exam



PMI Membership Fee \$129/Year

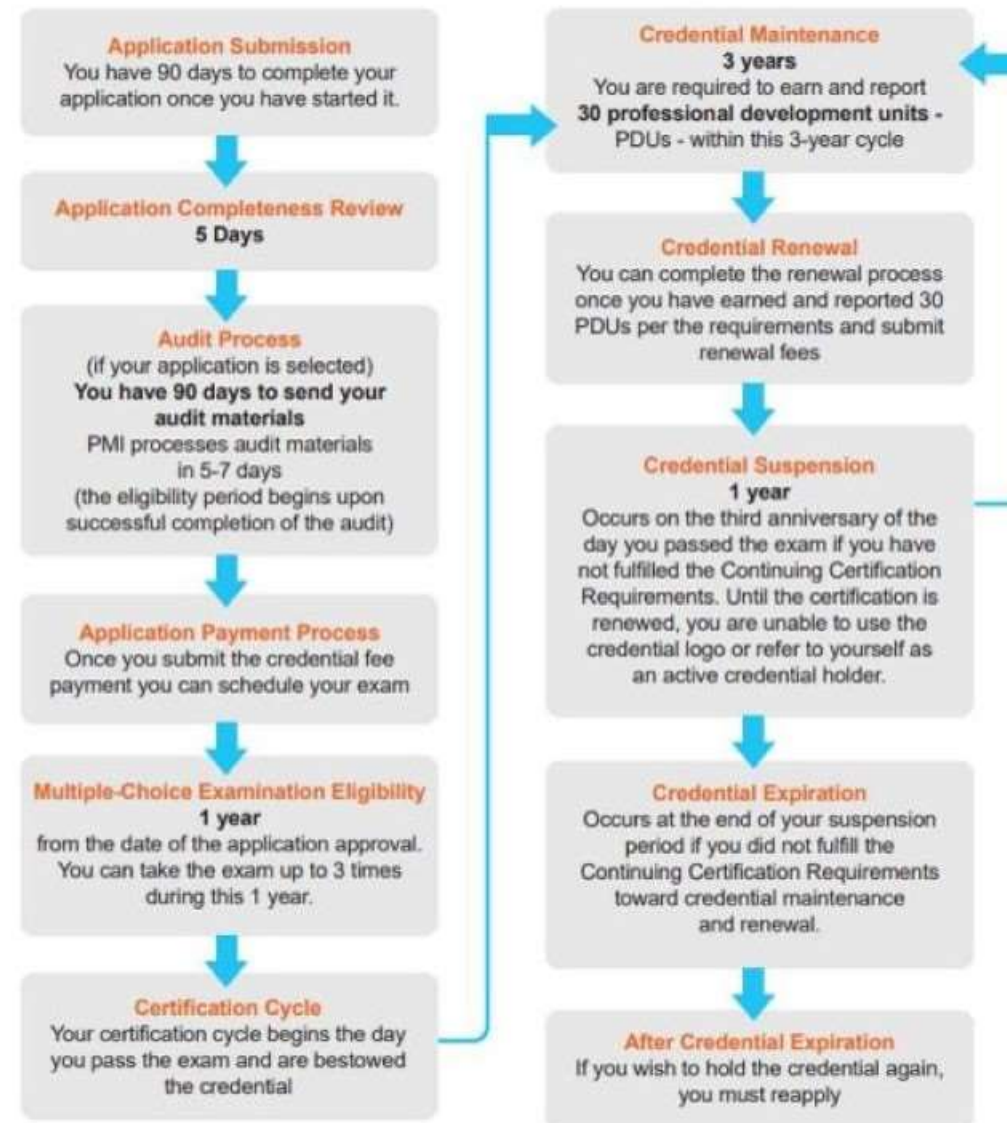
PMP Exam Fee for Members \$405

Reexamination, PMI member \$275

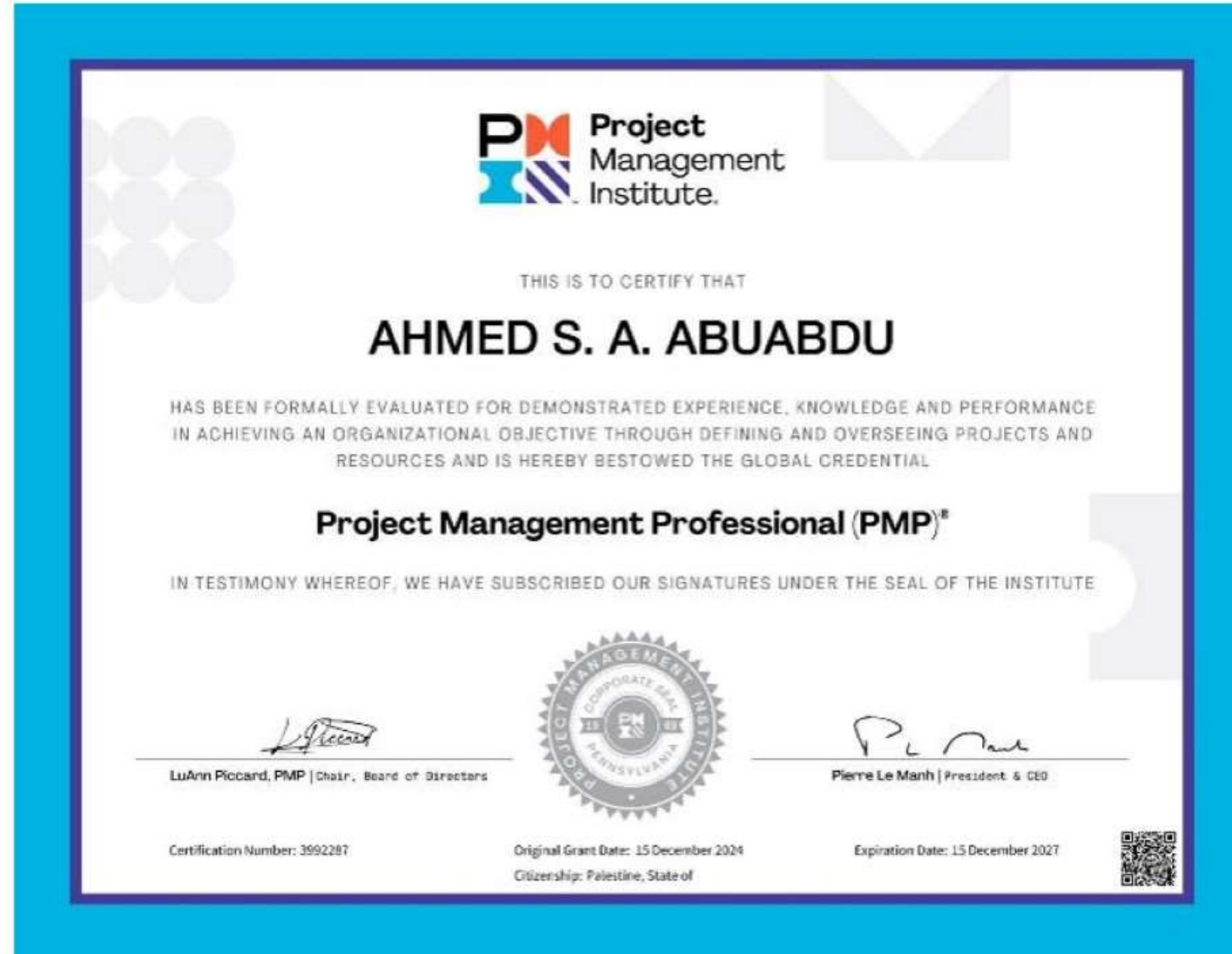
PMP Exam Fee for Non-Members \$555

Reexamination, nonmember \$375

Timeline of the PMP Certification Process



PMP Validity



PMP Validity

Professional Development Units (PDUs)

- The credential is valid for 3 Years
- Candidates must recertify every 3 years by earning 60

How to earn 60 PDU?

- Give a Presentation.
- Create Content.
- Work as a Practitioner.
- Course or Training.
- Organization Meetings.
- Volunteer.
- Read.
- Share Knowledge.

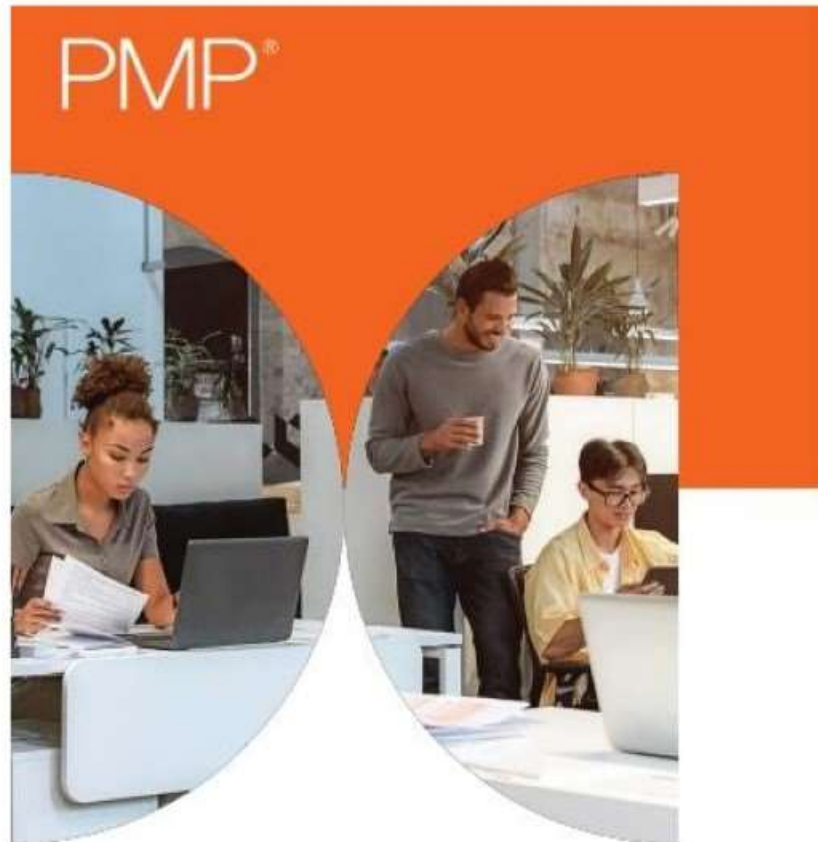


New PMP Exam Content Outline (ECO)

Old PMP Exam Content Outline	
Domain Category	Percent of Exam Questions
Initiating	13%
Planning	24%
Executing	31%
Monitoring & Control	25%
Closing	7%
Total	100%

New PMP Exam Content Outline	
Domain Category	Percent of Exam Questions
People	42%
Process	50%
Business Environment	8%
Total	100%

New PMP Exam Content Outline (ECO)



Project Management Professional (PMP)[®]
Examination Content Outline – January 2021



PEOPLE

42%

emphasizing the skills and activities associated with effectively leading a project team

PROCESS

50%

reinforcing the technical aspects of managing a project.

BUSINESS ENVIRONMENT

08%

Aligns projects with organizational goals, manages external factors, ensures compliance, and adapts to market changes

New PMP Exam Content Outline (ECO)

DOMAINS ALIGNED TO REAL-LIFE PRACTICES

01 — PEOPLE

- Managing Conflict
- Leading a Team
- Team Building
- Collaboration
- Mentor relevant stakeholders

02 — PROCESS

- Managing Budget
- Managing Schedule
- Managing Procurement
- Managing Scope
- Establish Project Governance
- Ensure Knowledge Transfer

03 — BUSINESS ENVIRONMENT

- Managing Compliance
- Delivering Project Benefits
- Evaluate changes for impact on scope
- Support Organizational Change

New PMP Exam Content Outline (ECO)

EXAM CONTENT OUTLINE

The following table identifies the proportion of questions from each domain that will appear on the examination.

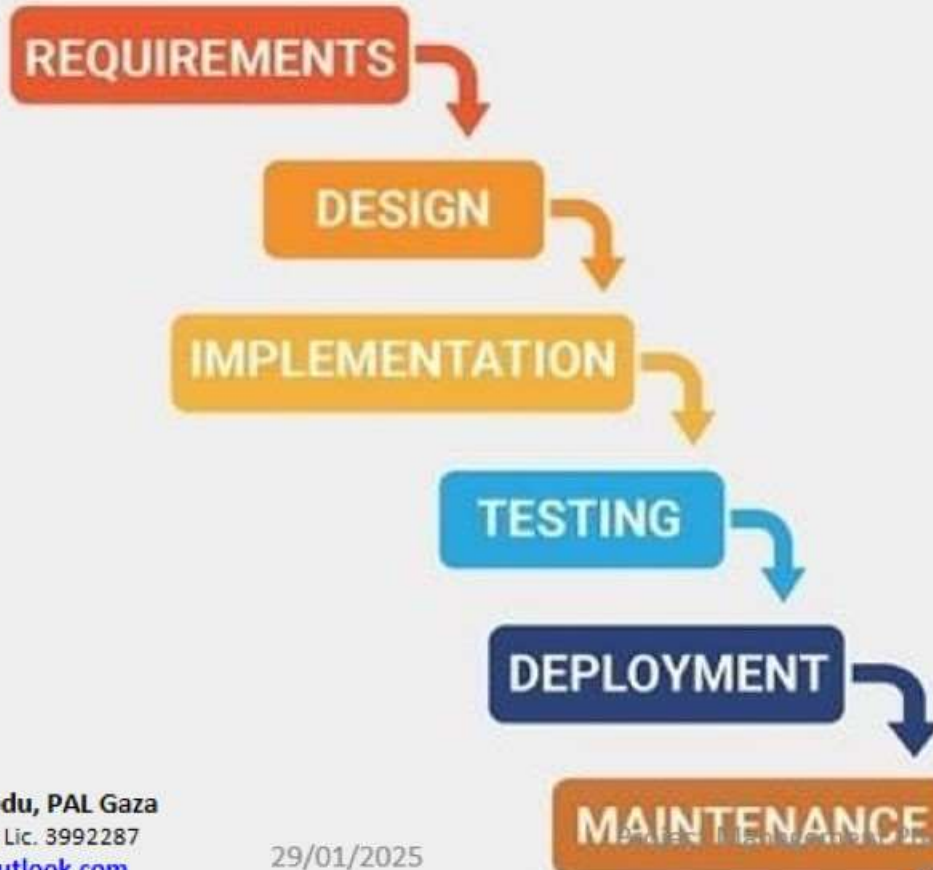
Domain	Percentage of Items on Test
I. People	42%
II. Process	50%
III. Business Environment	8%
Total	100%

Important note: The research conducted through the JTA validated that today's project management practitioners work in a variety of project environments and utilize different project approaches. Accordingly, the PMP certification will be reflective of this and will incorporate approaches across the value delivery spectrum. **About half of the examination will represent predictive project management approaches and the other half will represent agile or hybrid approaches.** Predictive, agile, and hybrid approaches will be found throughout the three domain areas listed above and are not isolated to any particular domain or task. The exact number of items for each question type and approach may vary by form. Our scoring model is periodically reviewed by scoring experts to ensure valid assessment of knowledge and skills.

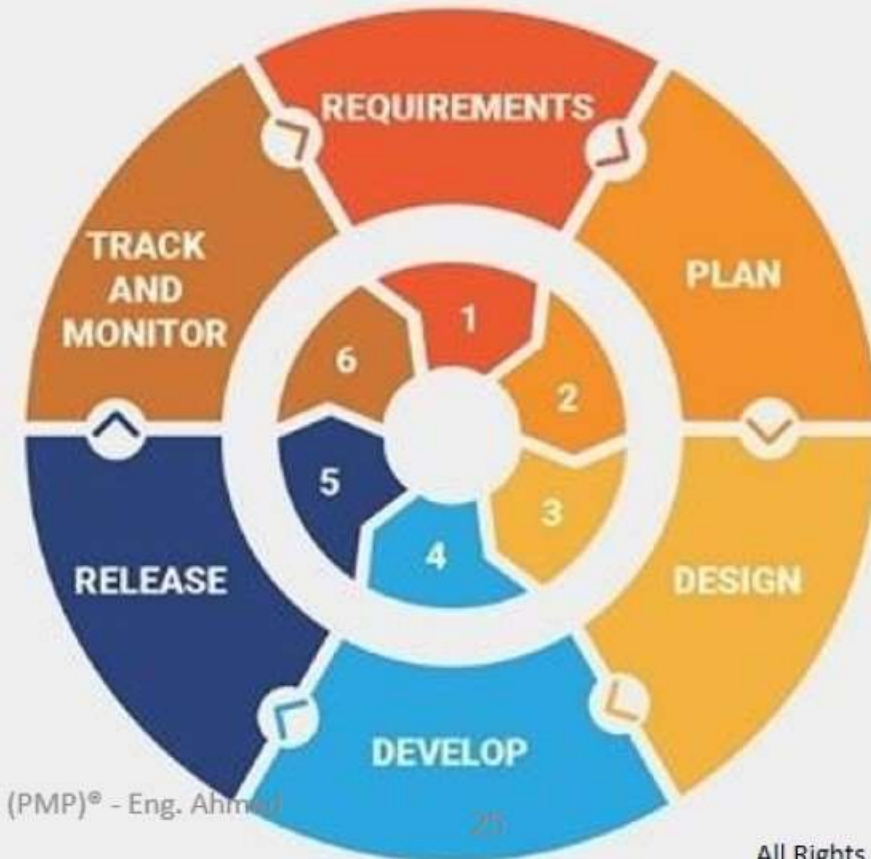
THE NEW PMP EXAM CONTENT WILL HAVE

More approaches to delivering outcomes. The exam will cover both Predictive (~50%) and Agile/Hybrid (~50%) approaches to Project Management.

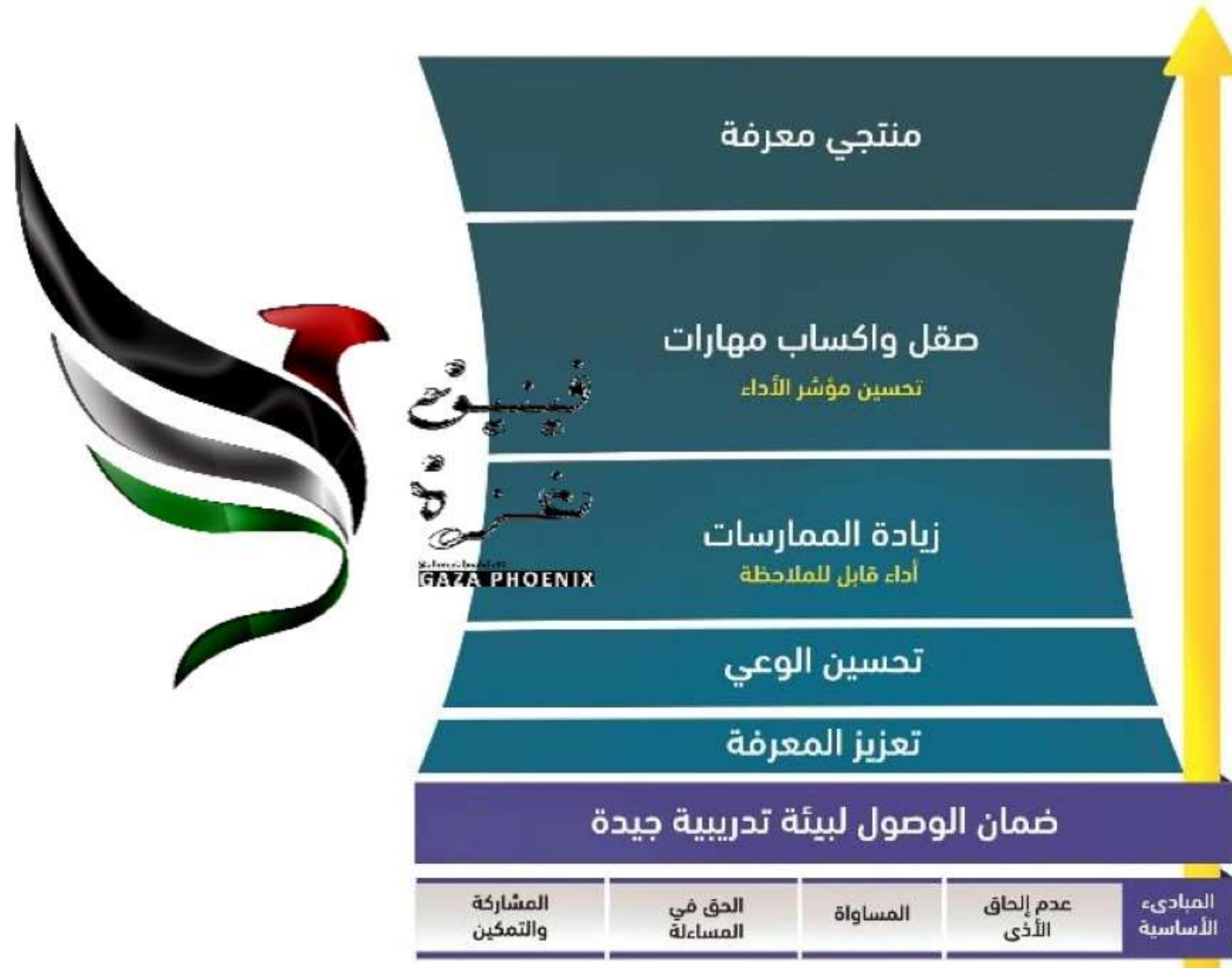
PREDICTIVE APPROACH ~50%



AGILE/HYBRID APPROACH ~50%



Methodology



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Table of Content

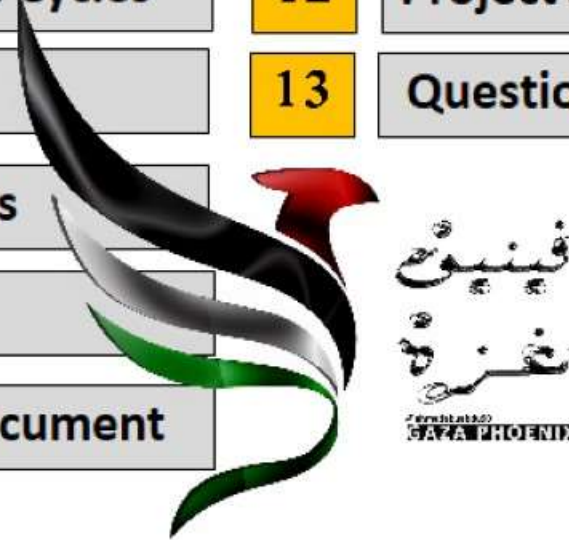
- Framework
- Agile/Methodologies
- Domain 01 People : 14 Tasks
- Domain 02 Process : 17 Tasks
- Domain 03 Business : 4 Tasks

Introduction

(Framework)

Framework

1	What is the Project ?	9	Organizational Structure
2	What is the Project Management ?	10	Project Management Offices (PMO)
3	Project, Program, and Portfolio?	11	Risks and Issues
4	Types of Project Management Life Cycles	12	Project Stakeholders
5	Project influences	13	Questions & Answers
6	PM data, Information, and reports		
7	Tailoring		
8	Project Management Business Document		



What is the Project ?

What is the Project ?

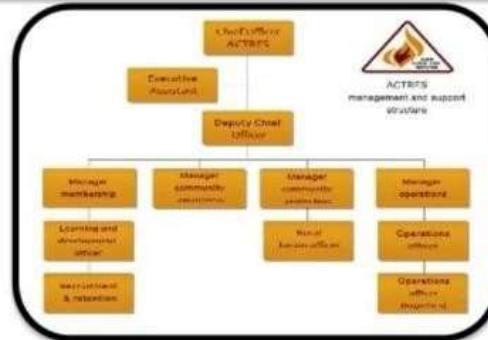
A temporary endeavor undertaken to create a unique product, service, or result.

- Temporary endeavor
- Unique product, service, or result
- Projects drive change
- Projects Enable Business Value Creation
- Project Initiation Context

Example's of Project



Developing a new product



Organization restructuring
(Change in Structure,
process, Staffing)



Developing or acquiring
new Information System
(Software or Hardware)



Conducting a Research

When Project will end?



The project end is reached when project objectives has been achieved. Project can be:

- Terminated – due to change in strategy or many not be feasible.
- Stopped - When need for project no longer exists.



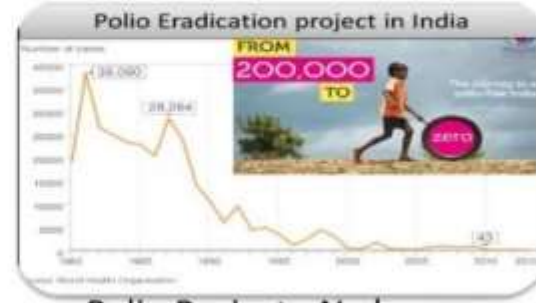
Constructed House
– Objective achieved



Hydropolic Underwater
Hotel- Terminated



Completed Bridge
– Objective achieved



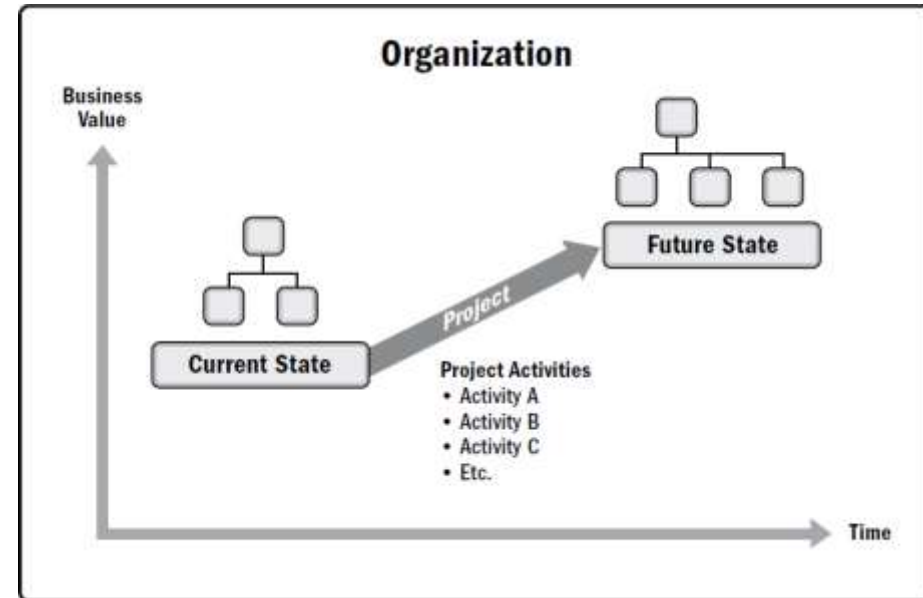
Polio Project –No longer
exists

Projects Drive Change

Projects drive change in organizations

A project is aimed at moving an organization from one state to another state in order to achieve a specific objective.

The successful completion of a project results in the organization moving to the future state and achieving the specific objective



Projects Enable Business Value Creation

Value is the net quantifiable benefit derived from a business endeavor. The benefit may be tangible, intangible, or both

Tangible

- Monetary assets
- Utility

Intangible

- Brand recognition
- Public benefit
- Strategic alignment
- Reputation

Project Initiation Context

- Meet stakeholder requests or needs
- Create, Improve or fix products, processes or services
- Implement or change business or technological strategies
- Meet Regulatory, local or social requirements

Project's are Authorized because of



Market demand:

Automobile company building fuel efficient CAR



Strategic & business need:

Company started project to build own research facility to build futuristic technologies.



A new hospital for our kids
Opening late 2015

Social need:

Private company building charity hospital for controlling diseases.



Environmental consideration:

Government authorized new project to clear rivers & river banks.



Customer request:

Customer requested to automate their financial processes.



Technological Advancement:

Mobile company launched new project to build smaller & more powerful mobiles.



Legal requirements:

Project authorised by Taxi company to upgrade security framework as per new government policies.

What is the Project Management ?

What is the Project Management ?

The application of **knowledge**, **skills**, **tools** and **technique** to project activities to meet project requirements.



The Importance of Project Management

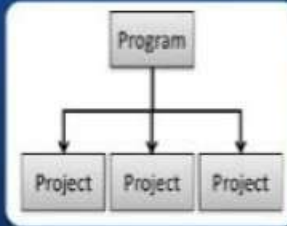
- Effective project management helps individuals, groups, and public and private
 - Meet business objectives
 - Satisfy stakeholder expectations
 - Be more predictable
 - Increase chances of success
 - Deliver the right products at the right time
 - Resolve problems and issues
 - Respond to risks in a timely manner

The Importance of Project Management

- Poorly managed projects or the absence of project management may result in:
 - Missed deadlines
 - Cost overruns
 - Poor quality
 - Rework
 - Unsatisfied stakeholders
 - Loss of reputation for the organization

Project, Program, and Portfolio

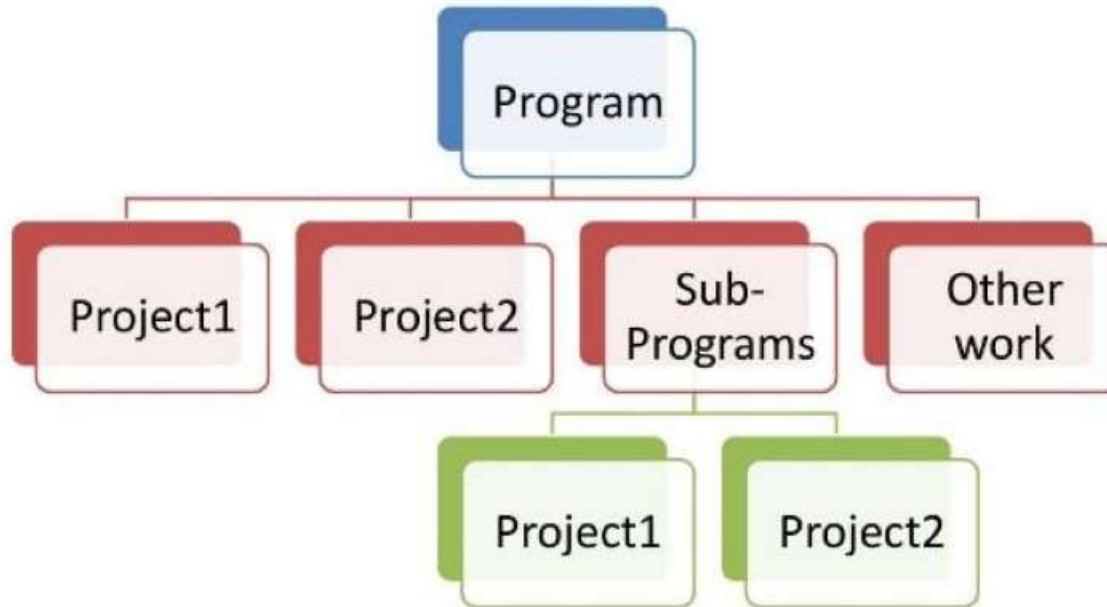
What Is a Program?



A group of related projects, subprograms and program activities managed in a coordinated way.

Obtain benefits & control which is not obtainable from managing them individually.

How Program is organized?

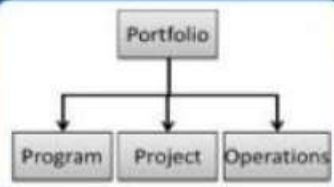


Program Example

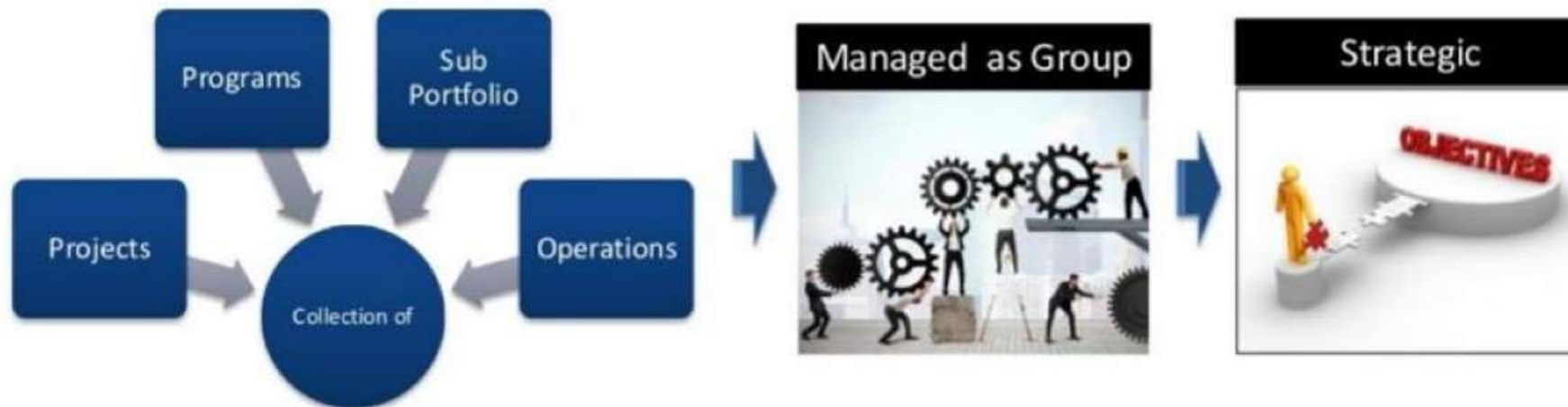
Example: Setting up Metro.



What Is a Portfolio?

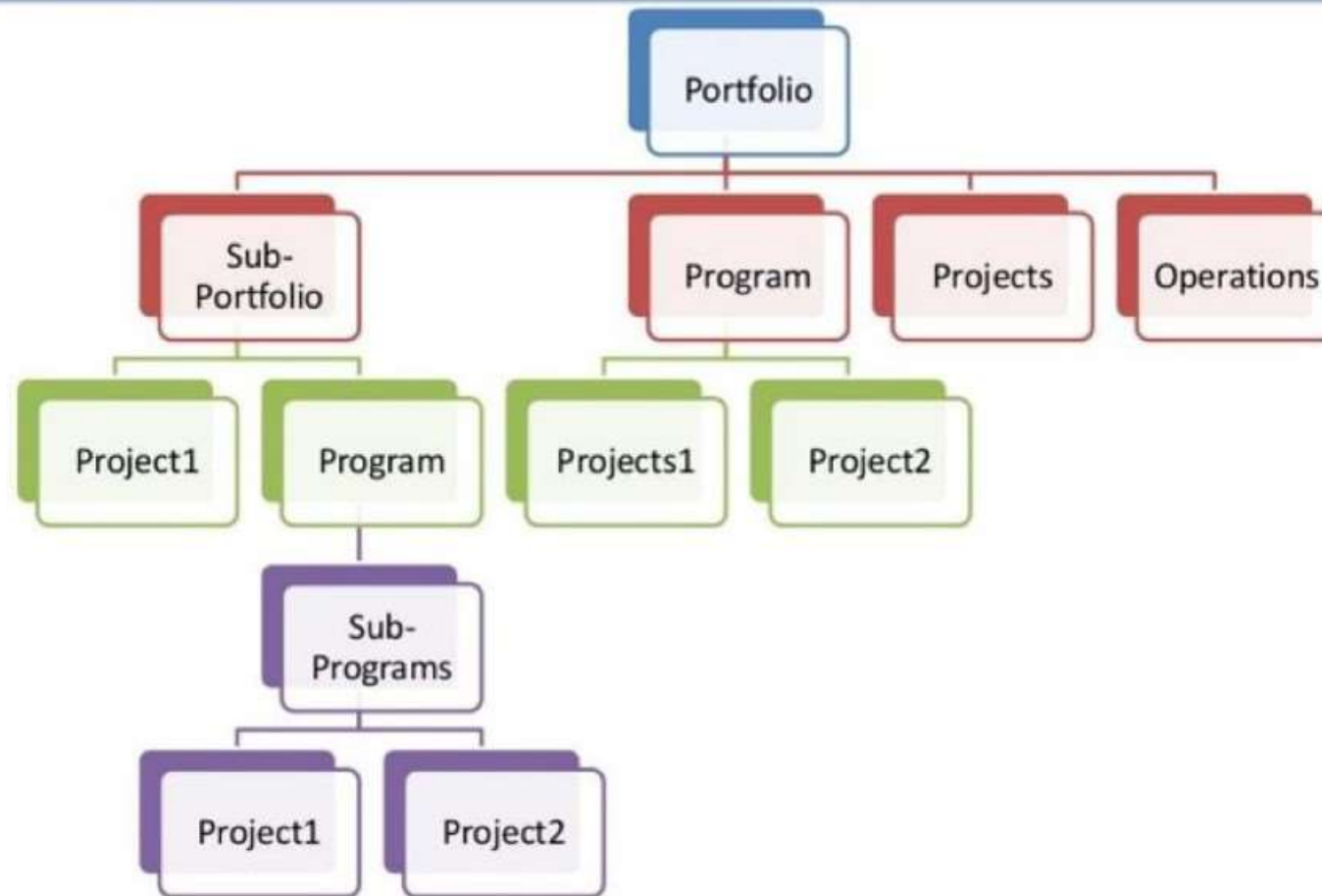


Collection of Projects, programs, sub portfolios and operations managed as a group to achieve strategic objective.



Portfolio Example

How Portfolio is organized?



Portfolio Example

Example: Think of big construction company



Luxury housing



Low cost housing



Villas



Towers



Roads



Bridges



Railway routes



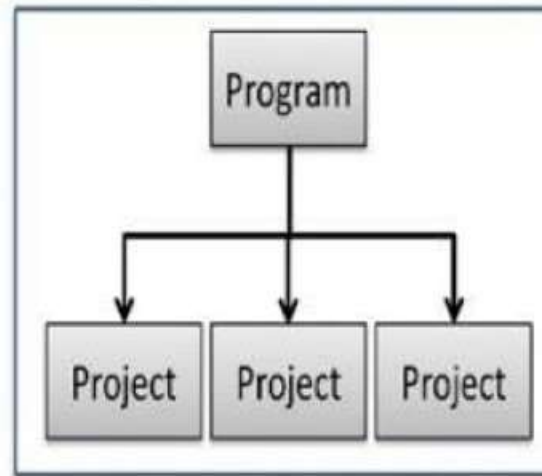
Cricket stadium

Project:



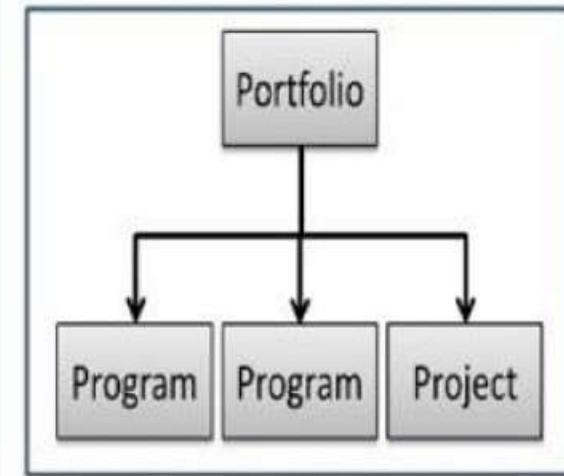
- Individual projects that can be in depended or part of the Program.
- They are still considered as part of the Portfolio.

Program:



- A group of related projects, subprograms and program activities managed in a coordinated way.
- Obtain **benefits and control** not obtainable from managing them individually.

Portfolio:



- It is a collection of Projects, programs, sub portfolios and operations managed as a group to achieve **strategic objectives**.
- Not necessarily directly related.

What is Operations?



On-going endeavours that produce repetitive outputs, with resources assigned to perform same set of tasks according to standards institutionalized in a product life cycle.



Project or Operation?



Call Center



Moon Mission



Bridge Construction



Filling Gas@Petrol Pump

Projects and Operations

Projects are temporary

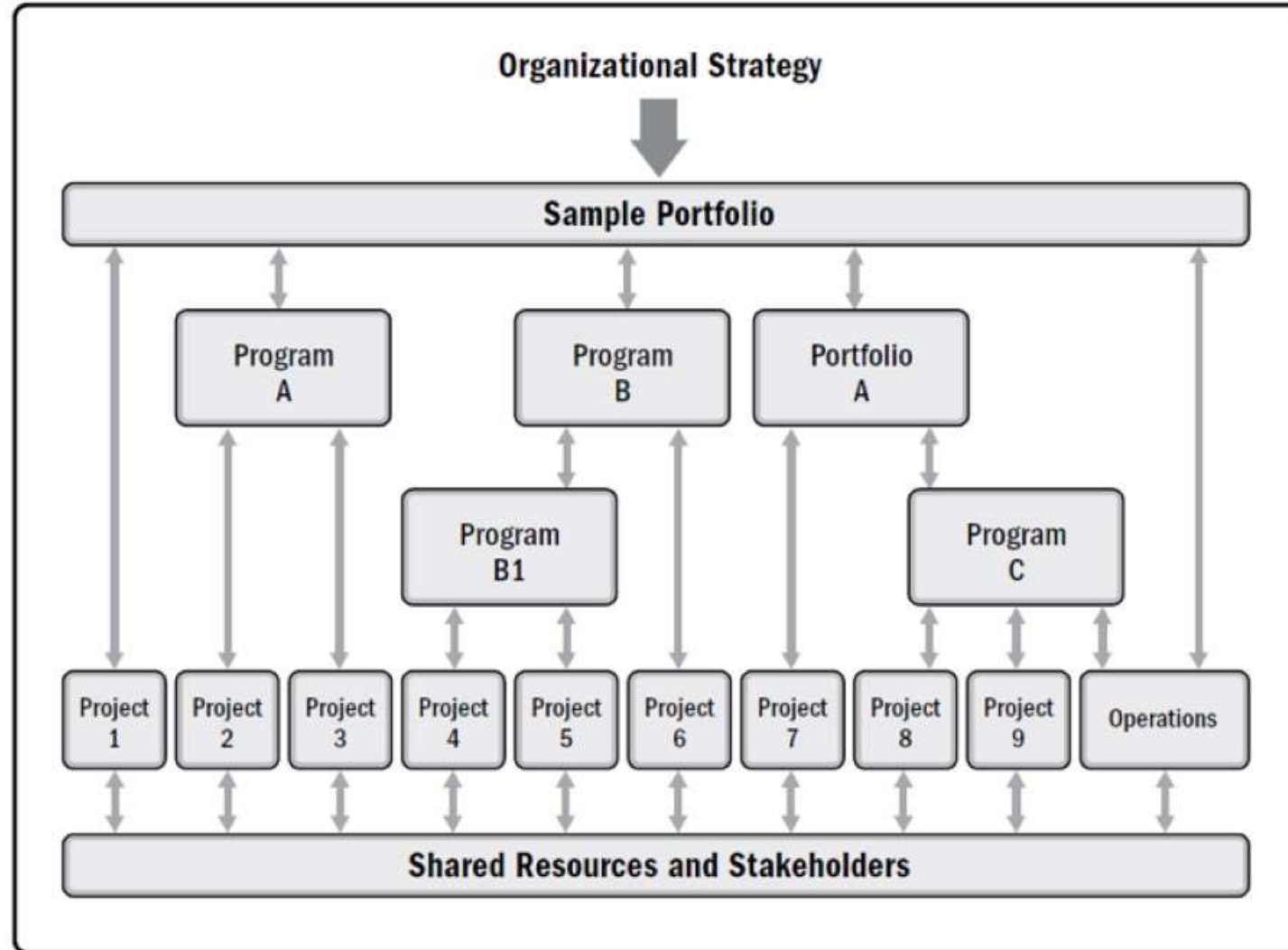
- Developing new products or services
- Moving, Adding, Changing, or Deleting
- Implementing new service or solution

Operations are ongoing

- Repetitive actions
- Maintenance
- Core business functions

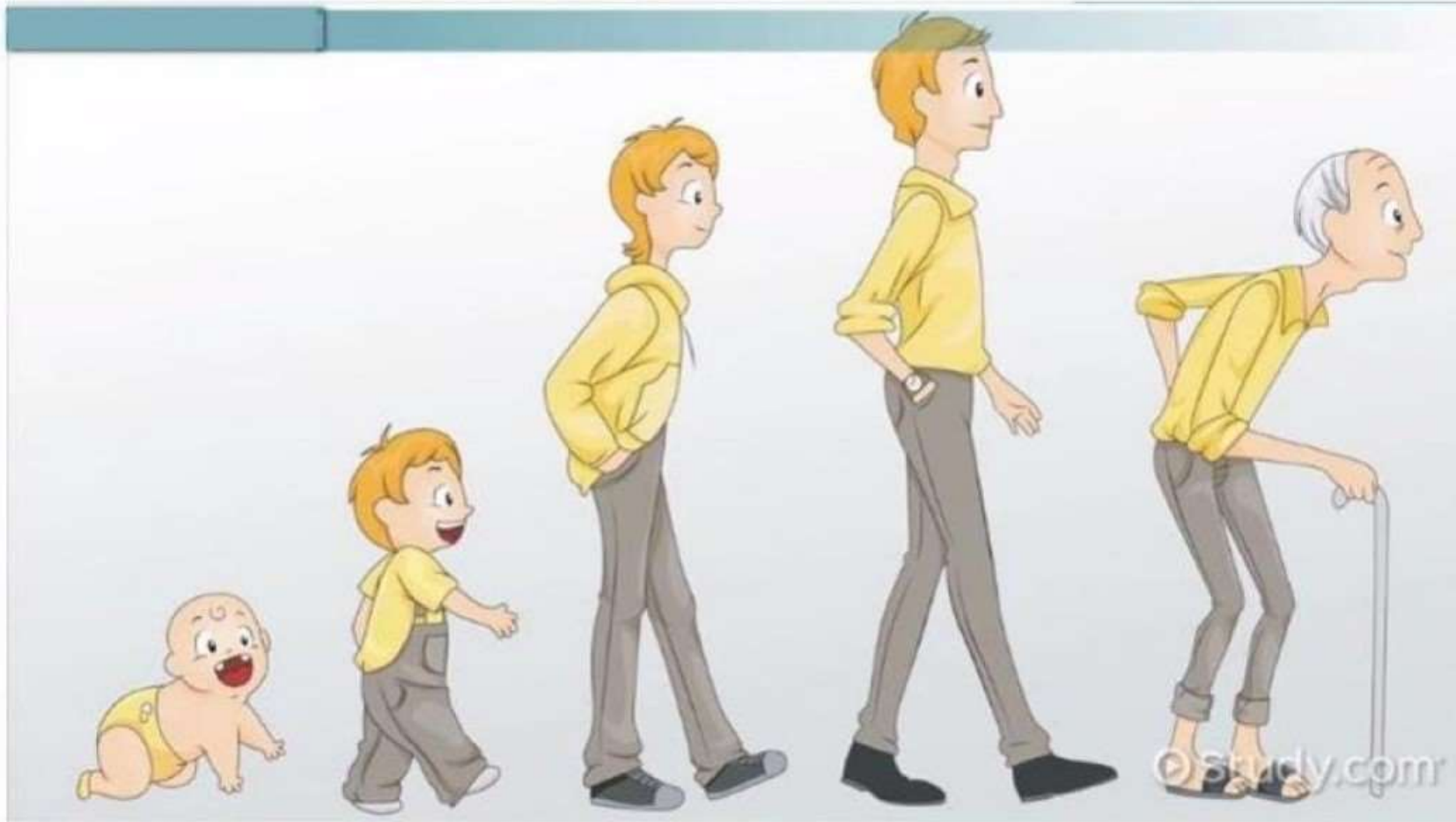
Relationship of Project, Program, Portfolio, and Operations Management

- **Project** : A temporary endeavor undertaken to create a unique product, service, or result.
- **Program** : Group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.
- **Portfolio** : is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
- **Operational Work** : ongoing production of goods and/or services like manufacturing, production, Ongoing, repetitive activities in the accounting department. The employee's duties are managing and controlling day-to-day activities.

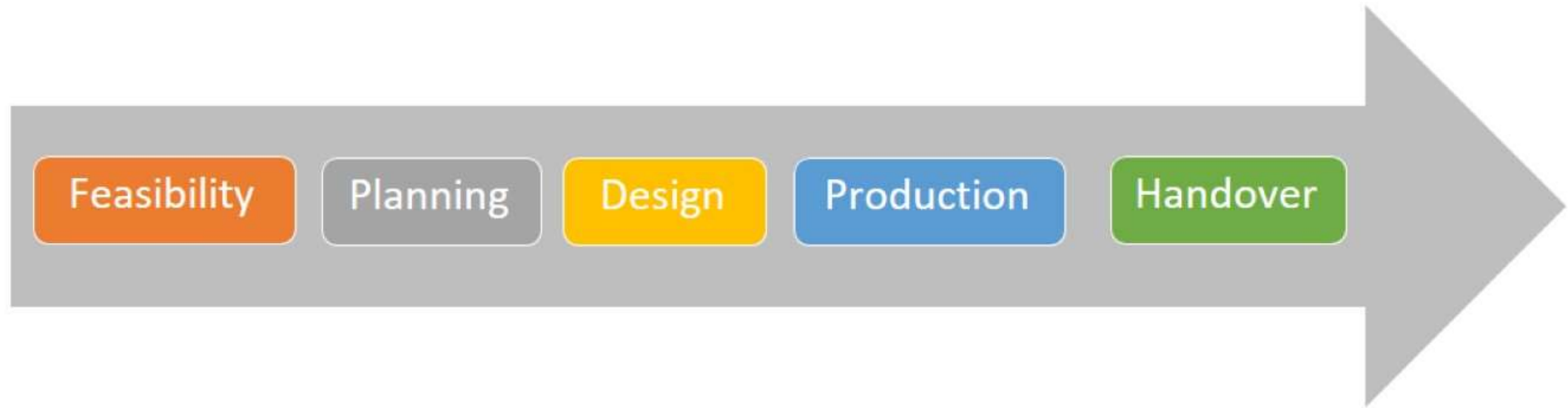


Types of Project Management Life Cycle

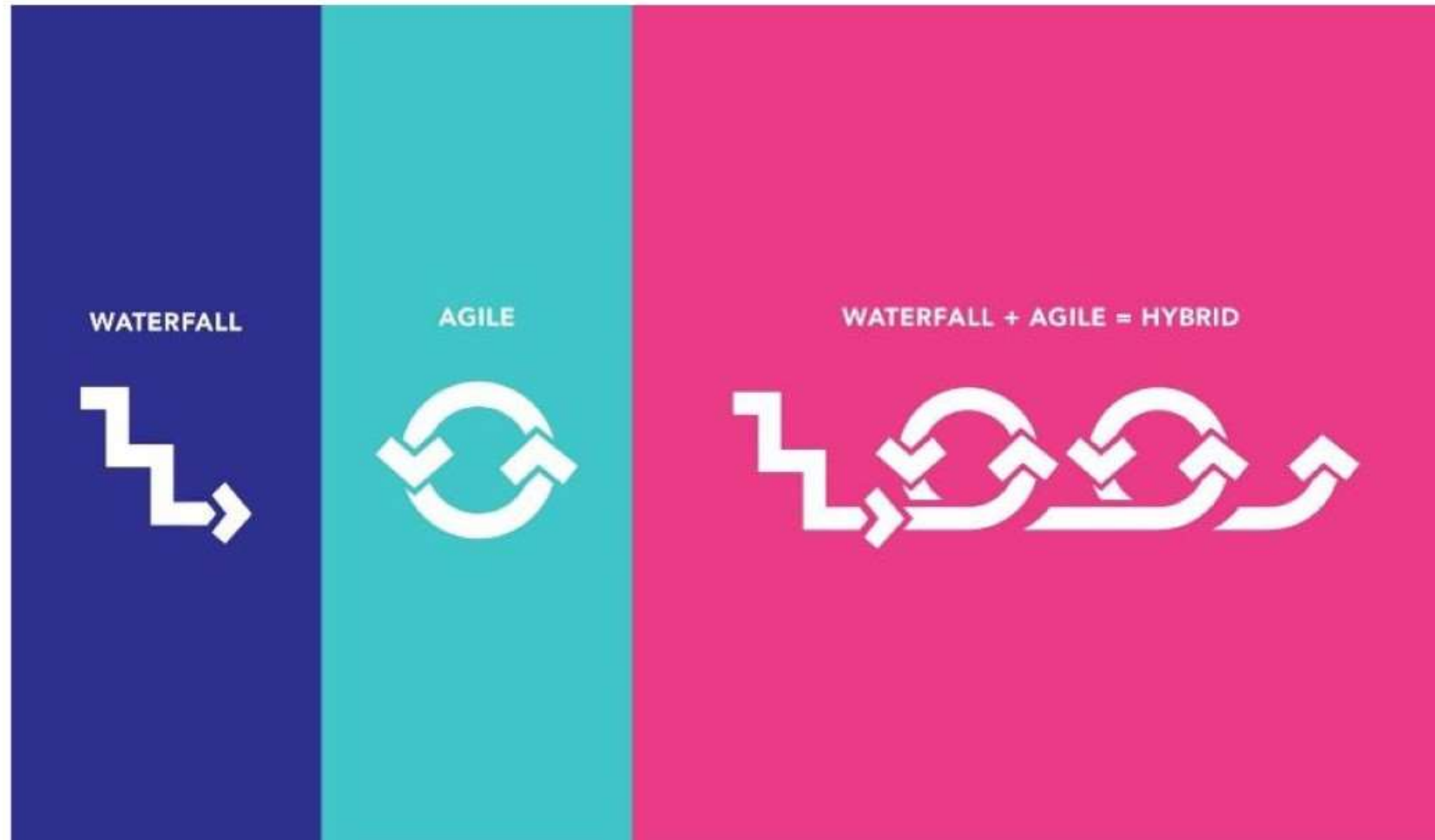
The Project Life Cycle



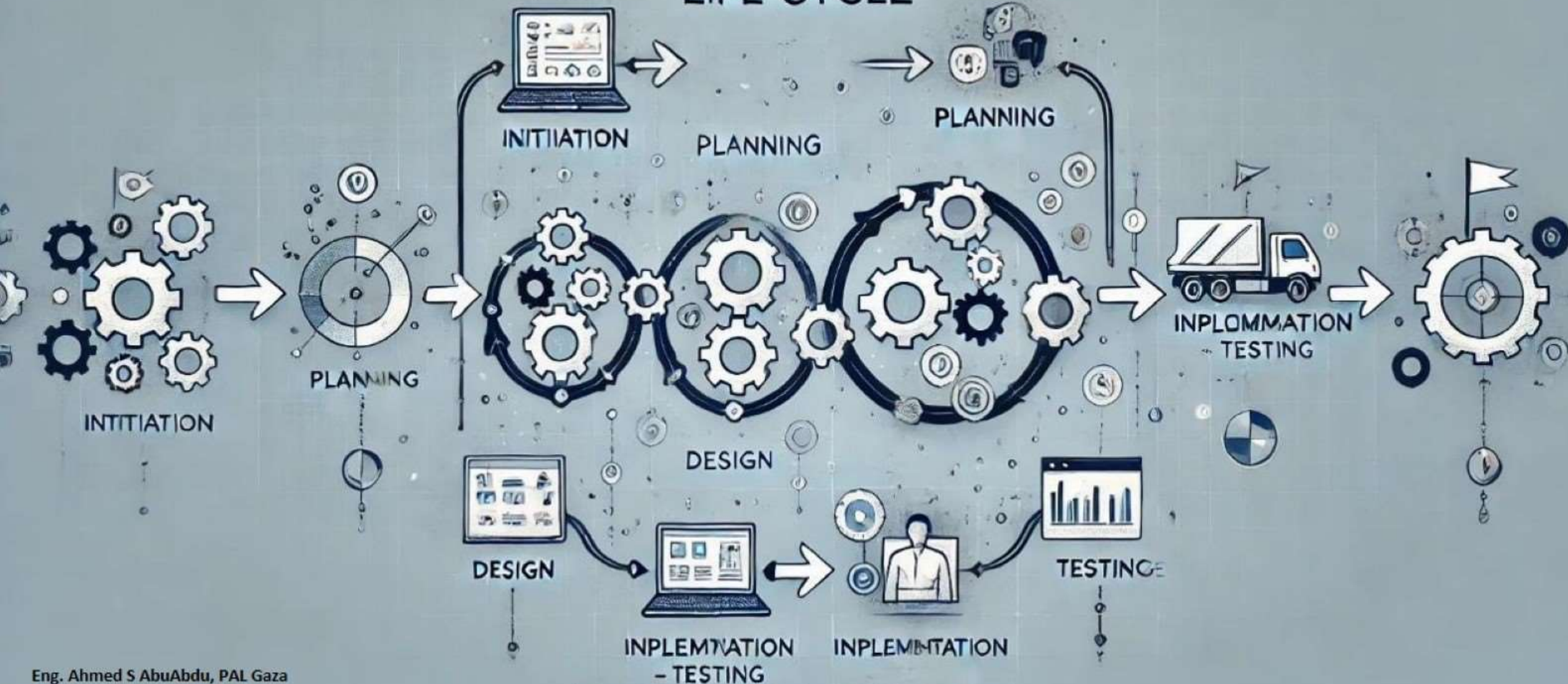
The Project Life Cycle



Types of Project Management Life Cycle



TRADITIONAL PROJECT LIFE CYCLE



1 - Predictive Life Cycles (Traditional)

Waterfall life cycles



- The project requires advanced planning at the start of the project.
- The **scope** is **very well documented**.
- **Follows a plan** (Plan Driven).
- The project is **very similar** to a project that have been **completed in the past**.
- Predictive projects **do not typically deliver business value until the end of the project.**
- Example: Construction projects.



2 - Adaptive/ Agile life Cycles

منهجية الأجايل هي طريقة لإدارة المشاريع البرمجية وغير البرمجية، تركز على تطوير المنتج عبر عدة مراحل وبفترات زمنية قصيرة. في كل مرحلة يتم تحسين المنتج وإضافة خصائص جديدة عليه، بحيث يكون كل منتج مرحلي منتجا حقيقيا يمكن للعميل التفاعل معه. الهدف من ذلك هو تسريع الوصول إلى المنتج النهائي وتقييم رضا العميل عن كل مرحلة من مراحل تطويره. من أبرز طرق تطبيق الأجايل هي "الاسكرم" و"كانبان".



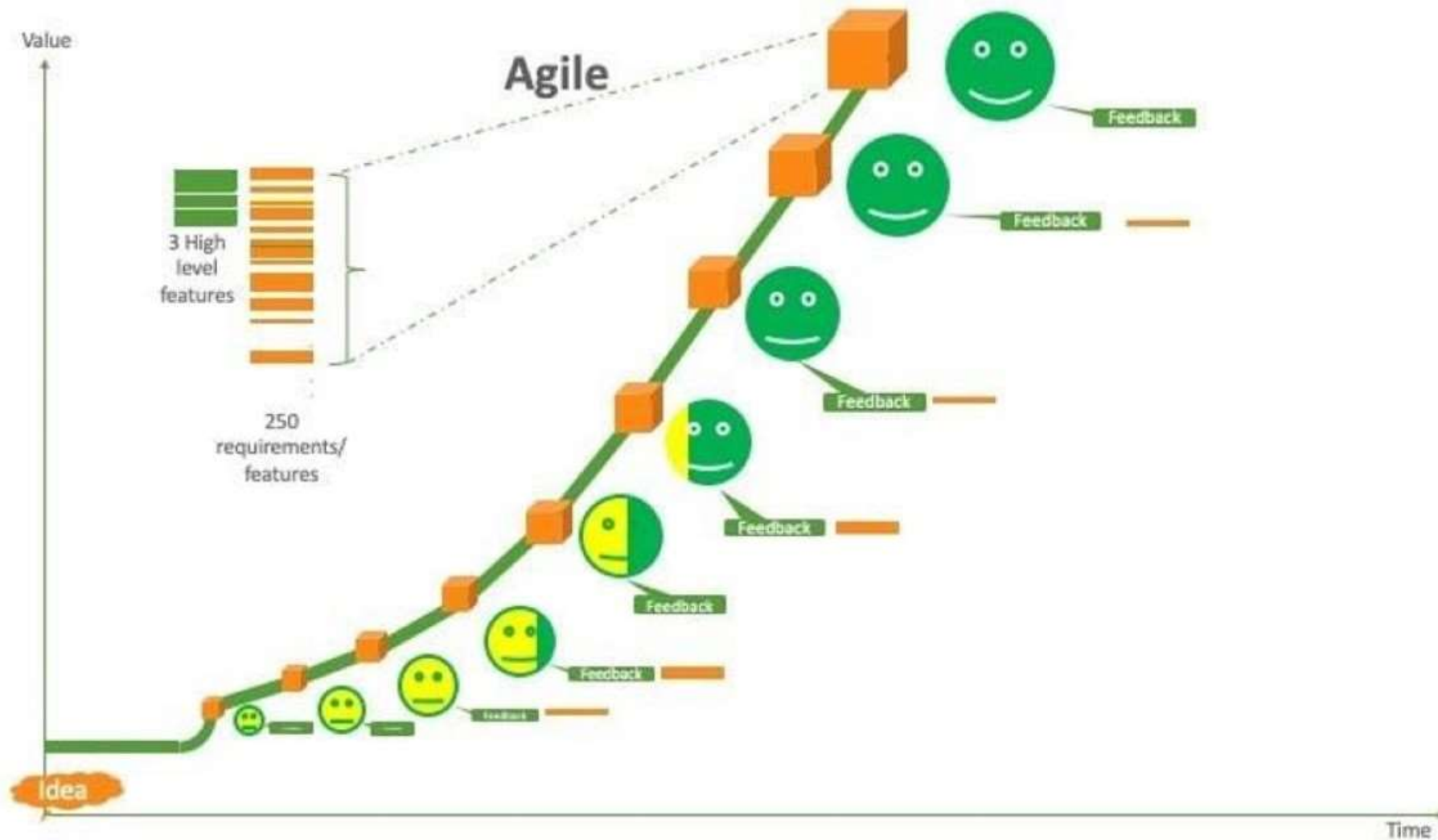
2 - Adaptive/ Agile life Cycles



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2 - Adaptive/ Agile life Cycles



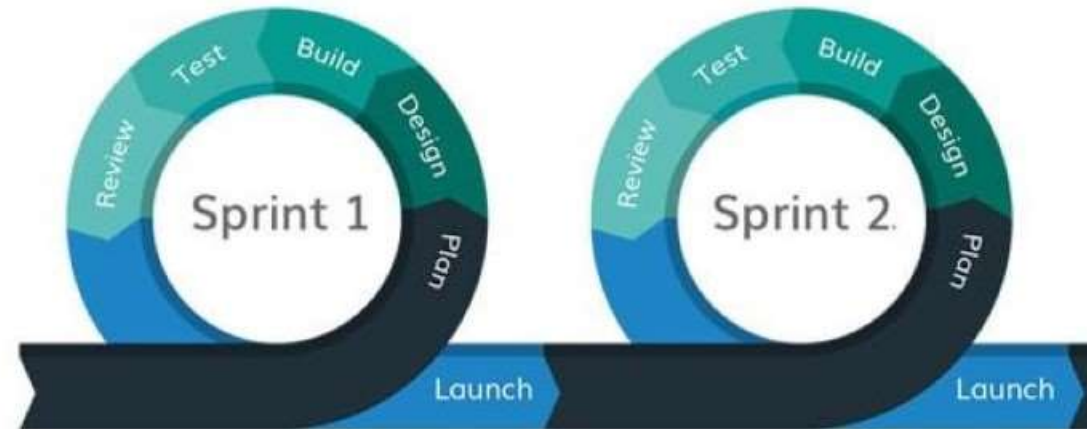
2 - Adaptive/ Agile life Cycles

عورشملا تابلطتمو قايحلاي ةعيرسلا تاريقلو تلجمربلا روطت قبكوم قيقلا قرطلا عنت مل هلع تي امم ، هزاجل ليوط تقولا
قريقلاجطي عورشملا نأهي بكت يلاسألع اهدامتعل
ج قيلاع نوكت قيك فيلاكت لمحت قوررض تابلطملاي تاريقلاي ليدعلاور يوطلاو ميصنلا ةدا عاكت نأ امك

في الهنيقتي قيعم صنلخر يوطت لفوكت شح قيقلا قرطلا نع امم متفتت ليلجالا قيجهنم ضراًلع هرهق قيت يك قور ليمعلا عني
جتملا لع قيق لعف نور قورو تاطحالم ميقت هل تي ليمعلا لع اهضرع مشرق تقو تليعل ةجاح كانه تك اذا . لكشلا اذهب
رمتم لكشب ليمعلا قوهسو ةعوسب الهنيقت نكمي تريت و أ . امم ، عقا ولا عورشملا غبتي تح قيلالا قيصلا خلا بلا لافئلا تي ، اهدع
تابلطم عمى شقي جتم ميقت نمضي امم ، لملكشب

2 - Adaptive/ Agile life Cycles

قضى قتيلا صئصخلو. قبللا نم قتب هيري امو هرك نع ريفلا ليمعلا عني ال ،ماع لئب ال .ةماع قرك هيل نوكي لق
هنيع ملب جملوي تح ام مت هيري قطلا لصفق نكو يجربلا جمل هتي ام لوح تلورشو هيت هنك مبجي ليعلا جمل قورنع
قفضا تليدع لا جتحو اها عوتلي نك اذا ام ييحقواضف لئب ام ييحت ليمعلا نكي



2 - Adaptive/ Agile life Cycles

Adaptive project examples

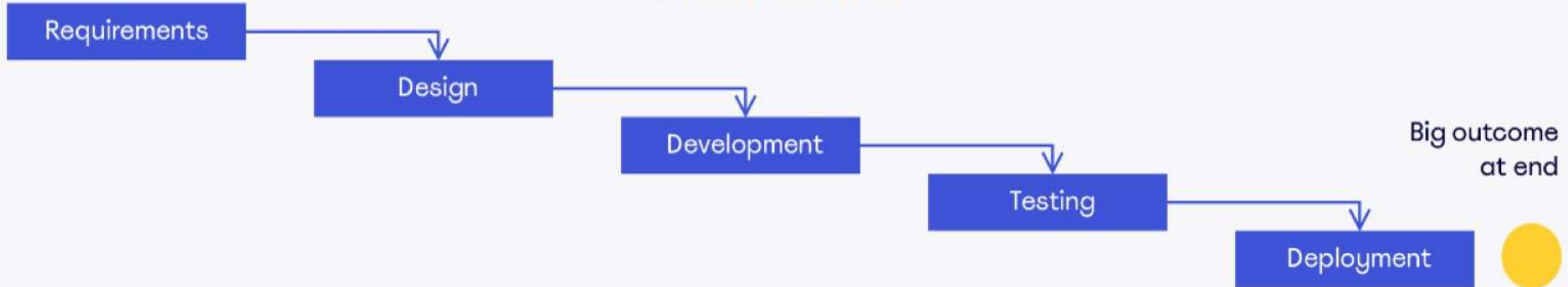
- **Software dev:** build and test software, adjusting based on changing user needs and feedback
- **Marketing:** plan and execute a campaign, adjusting strategy and tactics based on feedback
- **Crisis management:** respond to unexpected events or emergencies
- **Events:** large-scale event, adapting to changes in attendance, weather, or other factors

Plan Driven

Waterfall

(Predictive life cycle)

Plan Driven

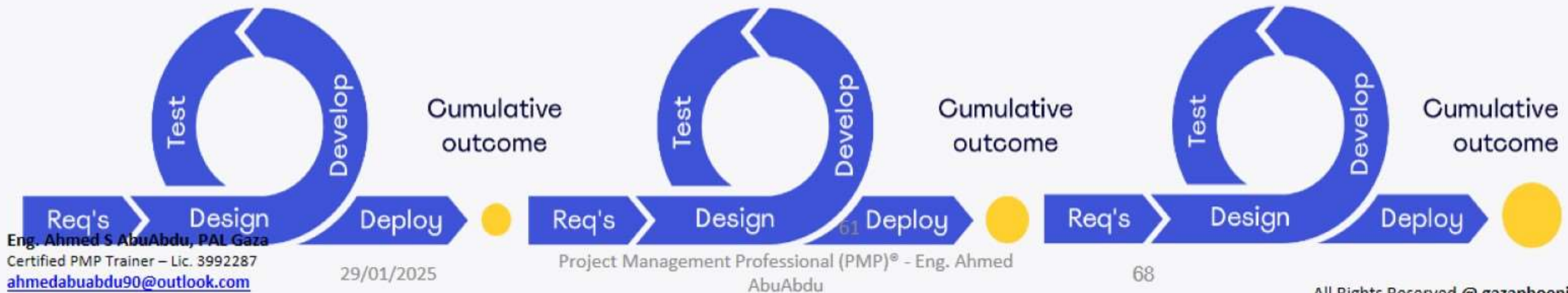


Change Driven

Agile

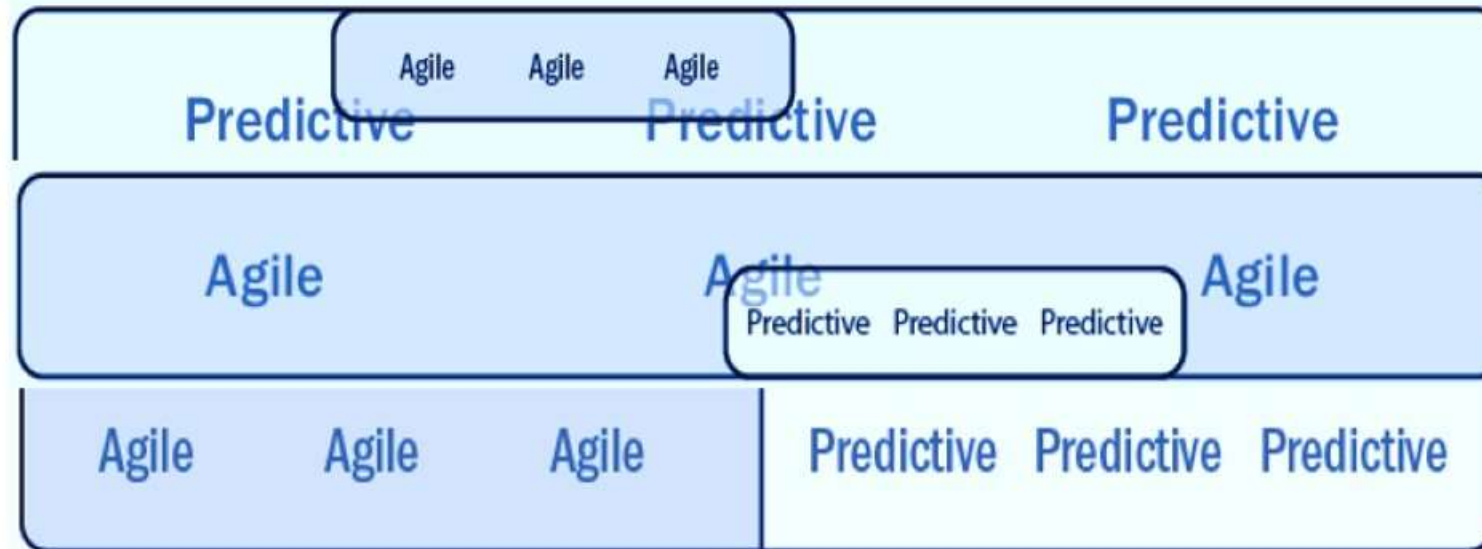
(Adaptive life cycle)

Change Driven



3 – Hybrid life Cycles

- A combination of predictive and agile
- It is not necessary to use a single approach for an entire project.
Projects often combine elements of different life cycles in order to achieve certain goals.



تنبيه هام! حقوق العرض محفوظة

- ❖ بموجب الحقوق الشرعية والقانونية، فإن هذا العرض ملك خاص لصاحبه، وأي نسخ أو نشر أو تعديل لمحتواه دون إذن مسبق يعد مخالفاً للأمانة العلمية والأخلاقية، وقد يترتب عليه مسؤولية قانونية.
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اللهم إني قد بذلت جهدي، فاحفظه بحق الأمانة والعلم

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The Product Life Cycle

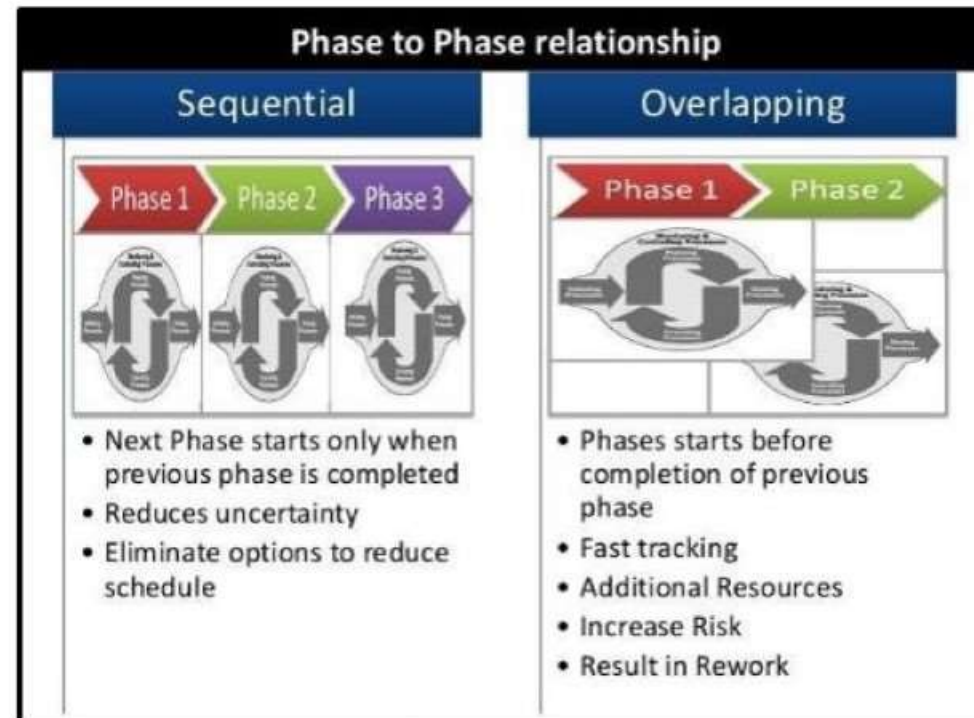
Product Life Cycle versus Project Life Cycle

Product Life Cycle



Start Project Life Cycle Finish

Project Phase



Dead Horse Theory



Project Phase

• A phase gate, is held at the **end** of a phase. The project's **performance and progress** are compared to **project and business documents** including but not limited to:

- Project business case
- Project charter
- Project management plan
- Benefits management plan

➤ A decision (e.g., go/no-go decision) is made as a result of this comparison to:

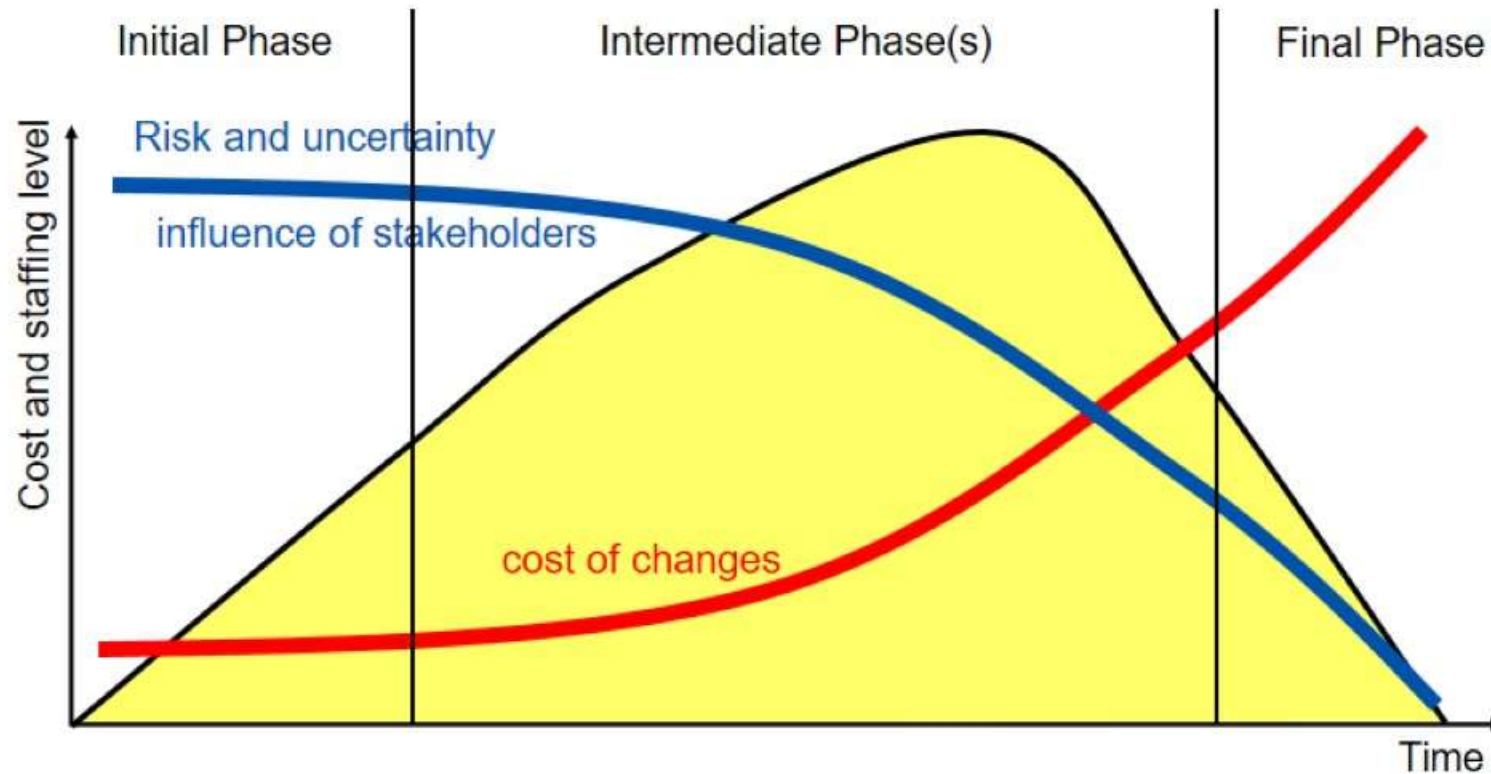
- **Continue** to the **next** phase, **Continue** to the next phase **with modification**
- **End** the project
- **Repeat** the phase or elements of it.



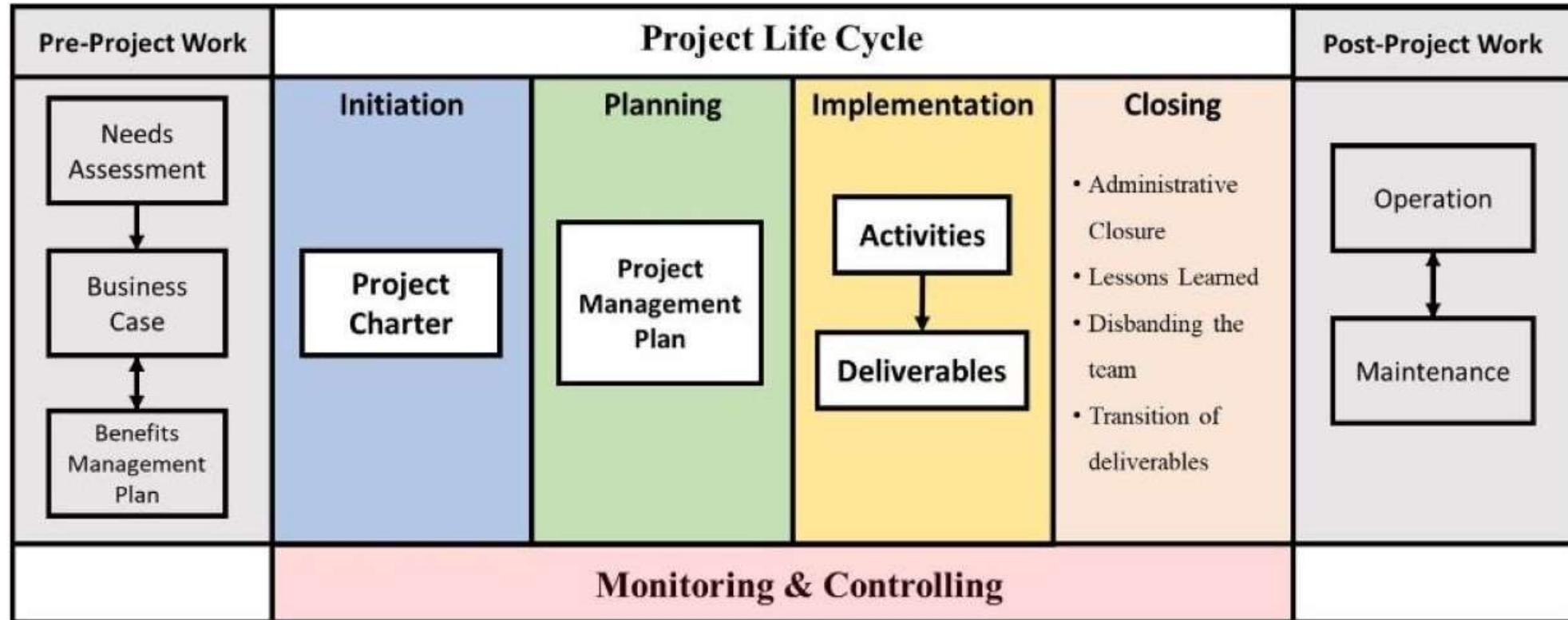
Depending on the organization other terms such as,

- kill point
- Phase entrance
- Phase exit
- Stage gate
- Phase review

The Project Life Cycle

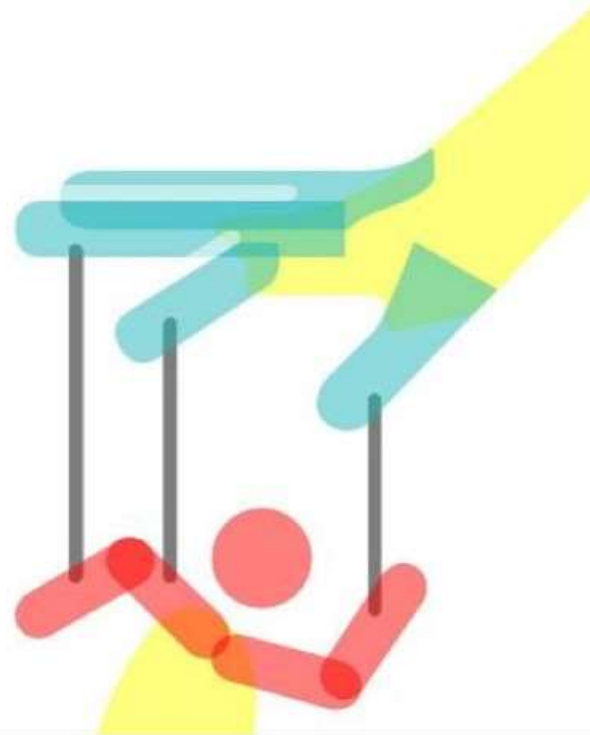


The Project Life Cycle



Framework

1	What is the Project ?	9	Organizational Structure
2	What is the Project Management ?	10	Project Management Offices (PMO)
3	Project, Program, and Portfolio?	11	Risks and Issues
4	Types of Project Management Life Cycles	12	Project Stakeholders
5	Project influences	13	Questions & Answers
6	PM data, Information, and reports		
7	Tailoring		
8	Project Management Business Document		



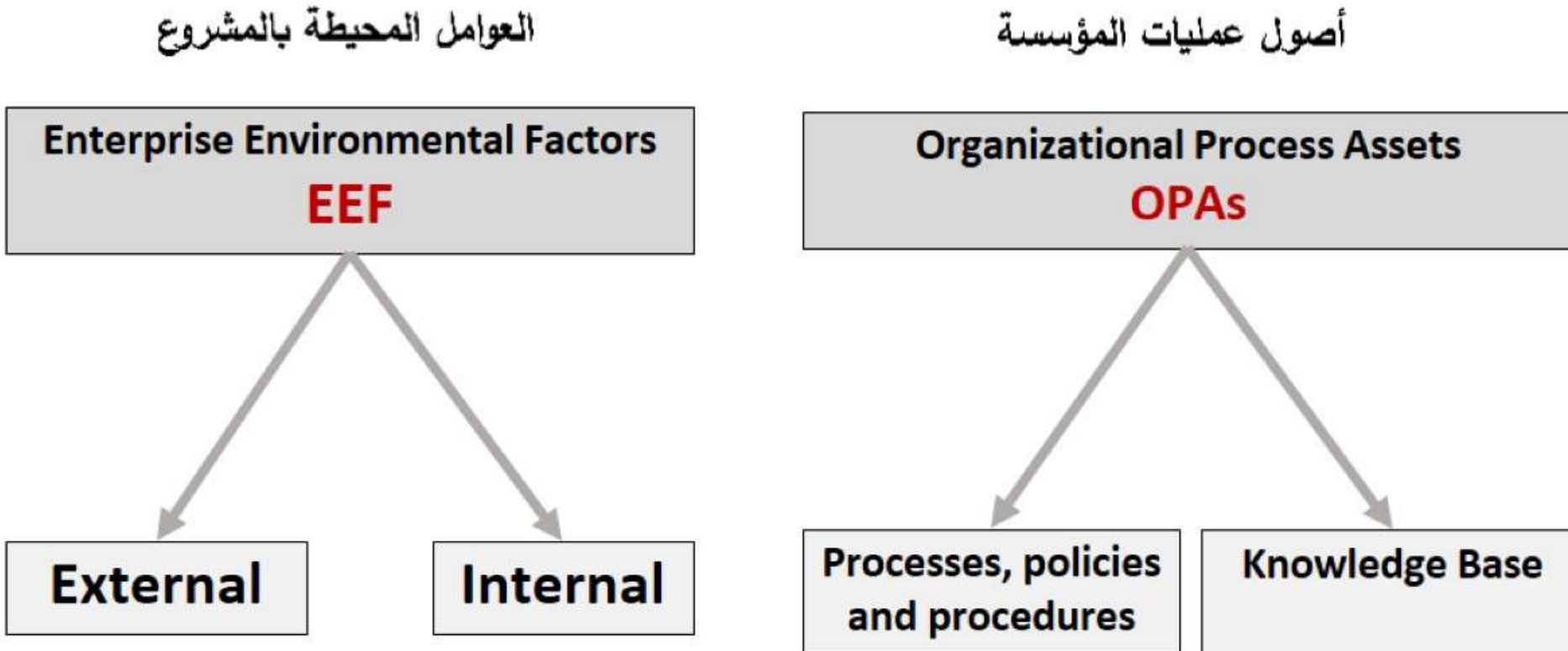
Project Influences

Factors that affect the project in **positive or negative** ways. They can be **internal or external** to the organization, such as company infrastructure, political climate, or market value. They can also include people or groups who have power or authority over the project, such as experts, stakeholders, or partners. Project managers need to identify and manage these influences using different methods of influence and focusing on vital behaviors.

Project Influences

التأثيرات على المشروع هي العوامل التي تؤثر على المشروع بشكل إيجابي أو سلبي. يمكن أن تكون داخلية أو خارجية للمنظمة، مثل البنية التحتية للشركة، المناخ السياسي، أو قيمة السوق. يمكن أن تشمل أيضًا الأشخاص أو المجموعات الذين لديهم سلطة أو نفوذ على المشروع، مثل الخبراء، أصحاب المصلحة، أو الشركاء. يحتاج مديرو المشاريع إلى تحديد وإدارة هذه التأثيرات باستخدام أساليب تأثير مختلفة والتركيز على السلوكيات الحيوية.

Project Influences



EEFs **Internal** to The Organization

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

- الثقافة التنظيمية، الهيكل التنظيمي (القيم /
المعتقدات ..)
- قدرة الموظفين (خبراتهم، مهاراتهم...)
- توفر الموارد
- برمجيات تكنولوجيا المعلومات
- التوزيع الجغرافي للمرافق والموارد
- البنية التحتية (المرافق / المعدات ..)

EEFs **External** to The Organization

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

EEFs originate from the environment **outside** of the project and often outside of the enterprise

ظروف السوق

ظروف العمل والطقس والقيود..

الاعتبارات المالية (أسعار العملات..

المعايير الحكومية و الصناعية

قواعد البيانات التجارية

التأثيرات والقضايا الاجتماعية والثقافية

القيود القانونية (القوانين المحلية/ اللوائح..

Organizational Process Assets (OPAs)

- Processes, policies, and procedures.
- Lessons Learned
- Templates



Processes



Policies



Procedures



Lessons Learned

Lessons Learned



Templates



6

Project Management data ,Information, and Reports

Project Management data ,Information, and Reports

DATA

- Raw observations and measurements
- Ex:
- Start and finish dates.
 - Number of change requests.
 - Number of defects.
 - Actual costs, Actual durations.

INFORMATION

- Analyzed Work Performance Data
- Status of deliverables.
- Implementation status for change requests.
- Forecast estimates to complete

REPORT

- Status reports.
- Memos, justifications.
- Electronic dashboards.
- Recommendations
- Help Stakeholders Make Decision



Tailoring

Tailoring



**Tailoring is necessary
because each project is
unique; not every
process, tool, technique.**

التخصيص ضروري لأن كل مشروع فريد من نوعه؛ فلا يمكن تطبيق كل عملية أو أداة أو تقنية على جميع المشاريع بنفس الطريقة. يتطلب كل مشروع نهجا مخصصا لضمان تحقيق الأهداف بأفضل طريقة ممكنة.

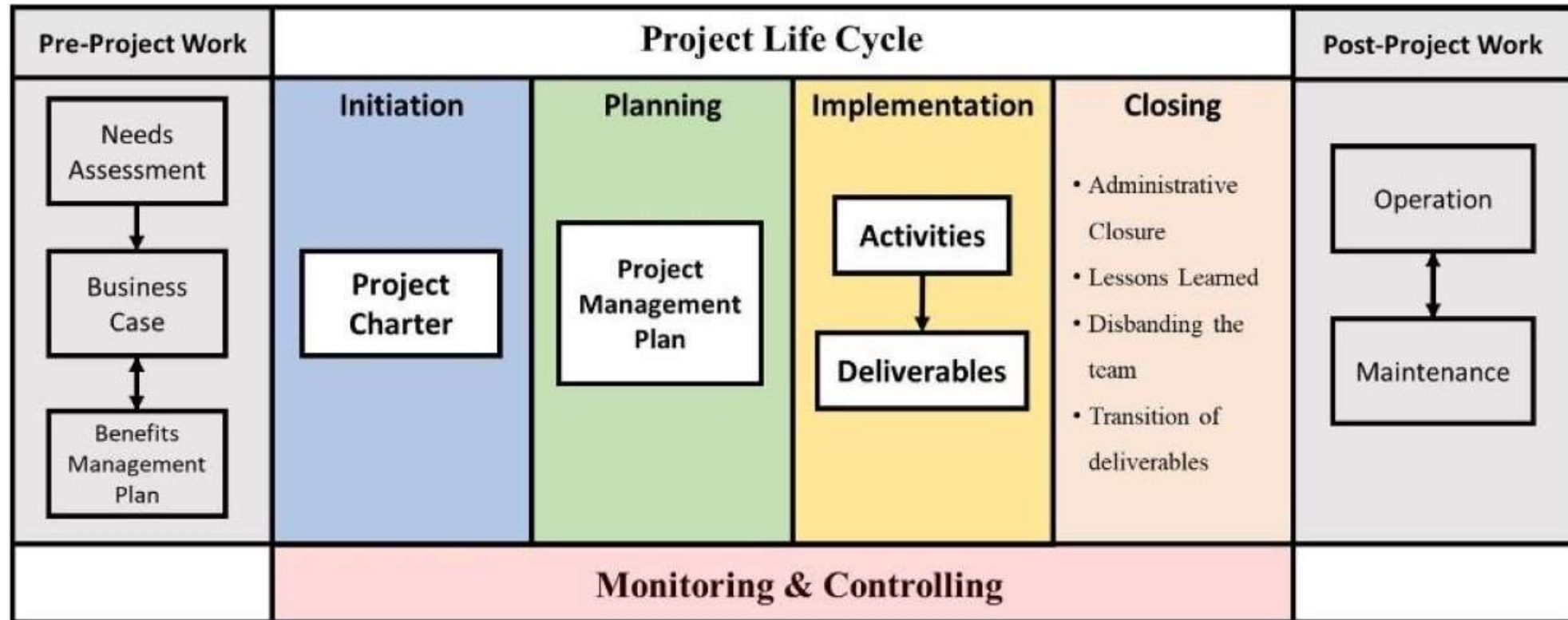
Project Management Business Document

Project Management Business Document

Project Business Documents	Definition
Project business case	A documented economic feasibility study used to establish the validity of the benefits of a selected component lacking sufficient definition and that is used as a basis for the authorization of further project management activities.
Project benefits management plan	The documented explanation defining the processes for creating, maximizing, and sustaining the benefits provided by a project.

- The **Project Sponsor** is generally accountable for the **development and maintenance** of the project business case document.
- The **Project Manager** is responsible for providing **recommendations** and oversight to keep the project business case, project management plan, project charter, and project benefits management plan success measures in alignment with the goals and objectives of the organization

The Project Life Cycle



Project Business Case

- The business case lists the **objectives and reasons for project initiation.**
- ✓ The key question a business case must answer is, is this project worth it?
- ✓ Cost-benefit analysis

Project Business Case Example			
Project Name	Sales Team IVR Telephone System		
Project Sponsor	Head of Sales	Project Manager	Name of project manager
Date of Project Approval	3rd March	Last Revision Date	3rd March
Contribution to Business Strategy	Our strategy is to project best in industry customer service, and the current situation does not reflect this. The new IVR system will ensure all calls are answered in a timely manner. It will also ensure that calls are dealt with efficiently. These two facts align this project to the company strategy.		
Options Considered	Options considered included: 1. Adding additional staff to sales team 2. Having a dedicated team for our best customers 3. An IVR system (selected)		
Benefits	1. Increased sales - currently estimated we lose 4% of all sales calls due to current issues. 2. Happier customers - we estimate new customer satisfaction will increase by 10%. 3. Improved LTV - lifetime value of customers will increase by 5% due to the two points above		
Timescales	Initial analysis shows that the system will take approximately 3-4 months to implement.		
Costs	IVR software = \$35,000 Project Management = \$30,000 Software team of 3 for 3 months = \$90,000 Total estimated cost = \$155,000		
Expected Return on Investment	Year 1 = \$0 Year 2 = \$120,000 Year 3 = \$180,000 as LTV begins to be felt.		
Risks	Right now the project looks pretty straightforward but there are still some unknowns surrounding implementation. There is also the risk that the project doesn't meet the sales team or customers needs. For this reason it is recommended to involve the sales team closely.		

Project Business Case

- ✓ This business case is at the **heart** of any project and outlines the **justification for undertaking the project**.
- ✓ It helps measure the project success at the end of the project against the project objectives.
- ✓ **Used throughout the project life cycle.**
- The business case may be used before the project initiation and may result in a **go/no-go decision** for the project

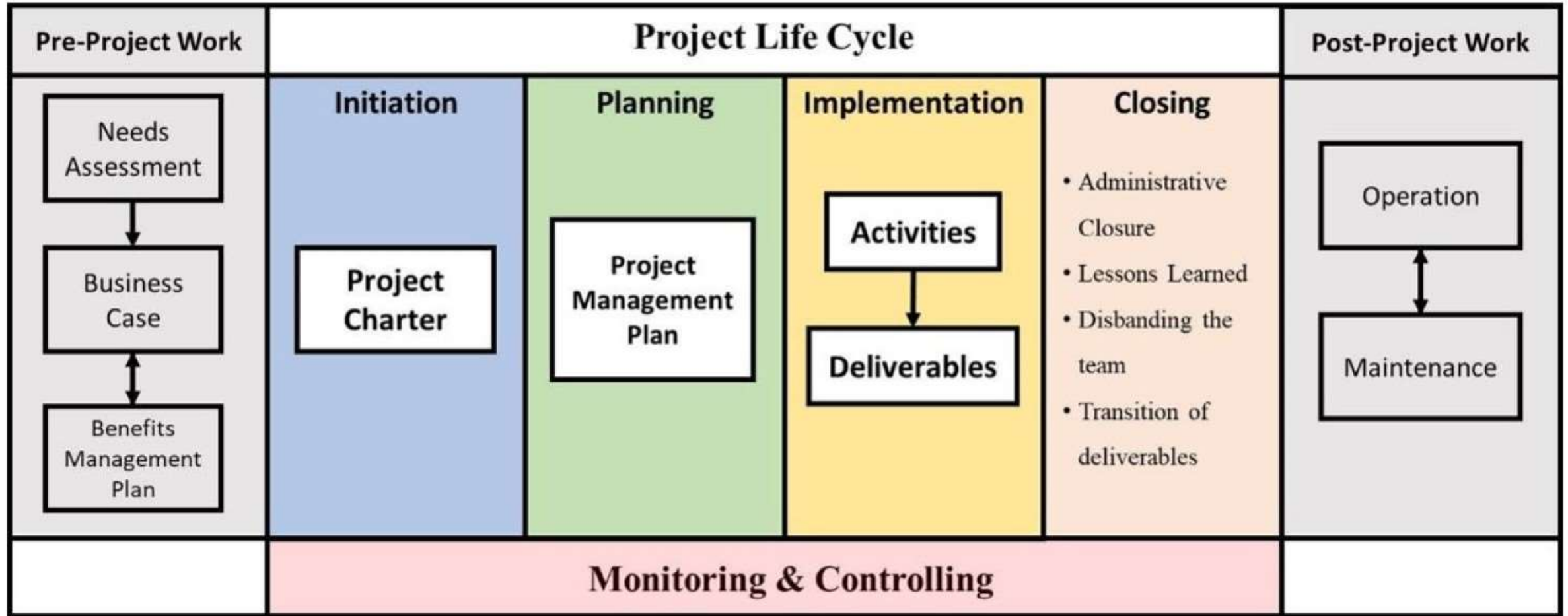
Project Benefits Management Plan

The project benefits management plan is the document that describes:

- ✓ How and when the benefits of the project will be delivered
- ✓ Describes the mechanisms that should be in place to measure those benefits.

The benefits management plan describes key elements of the benefits and may include but is not limited to:

- ✓ **Target benefits** (financial value)
- ✓ **Strategic alignment** (e.g., how well the project benefits align to the business strategies of the organization)
- ✓ **Timeframe for realizing benefits** (e.g., benefits by phase, short-term, long-term, and ongoing)
- ✓ **Benefits owner** (e.g., the accountable person to monitor, record, and report realized benefits)
- ✓ **Metrics** (e.g., the measures to be used to show benefits realized, direct measures, and indirect measures)
- ✓ **Risks** (e.g., risks for realization of benefits).



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م. أحمد سهيل أبو عبدو

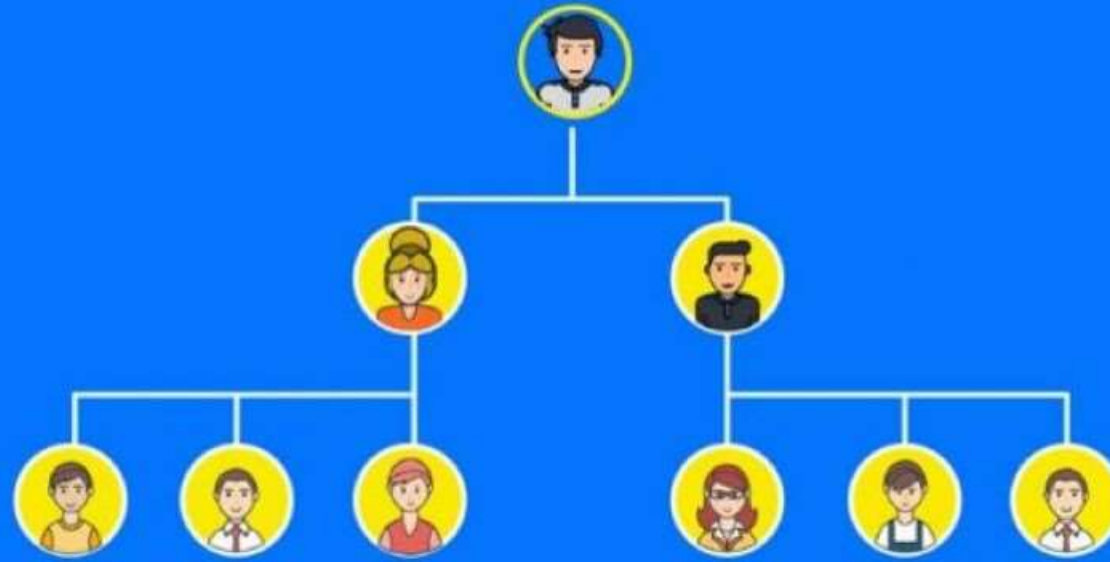


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8

Organizational Structure

Organizational Structure

- 1- Functional Organization
- 2- Projectized Organization
- 3- Matrix Organization
 - Strong
 - Balanced
 - Weak

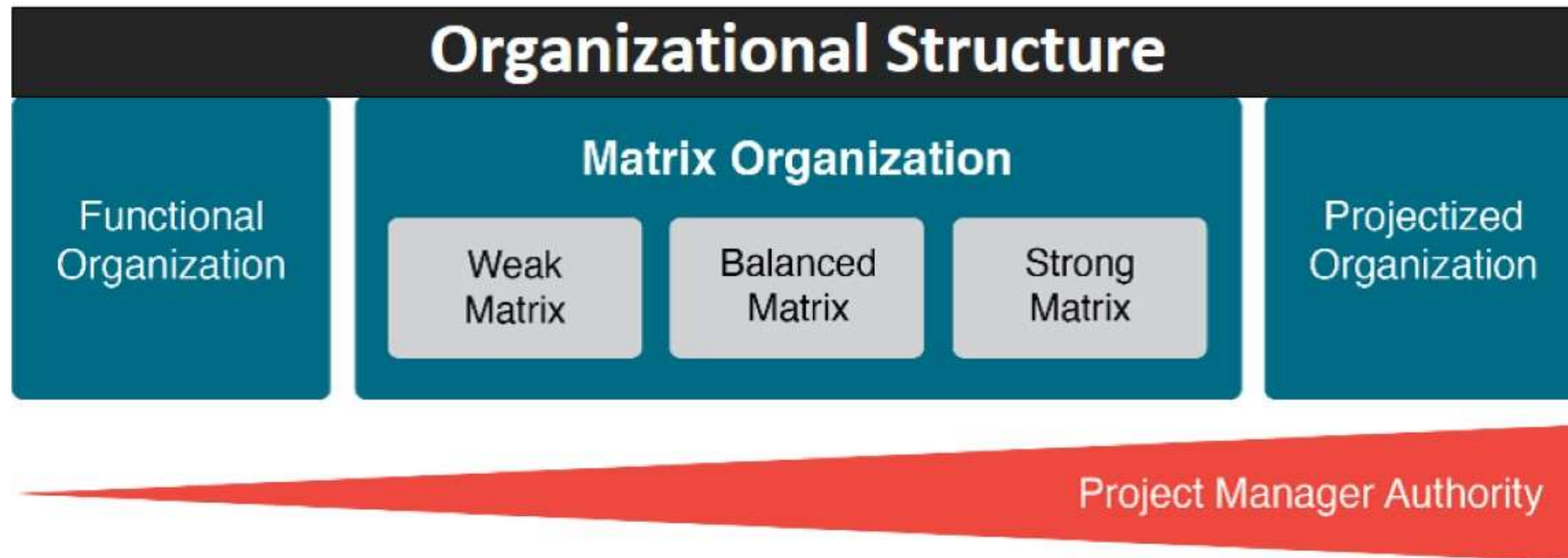


Organizational Structure

ما هو الهيكل التنظيمي لمنظومتك؟

What Is Your Organizational Structure?

الهيكل التنظيمي	وظيفي	مصفوفة			قائم على المشاريع
		مصفوفة ضعيفة	مصفوفة متوازنة	مصفوفة قوية	
خصائص المشروع	قليل أو لا شيء	محدود	منخفض الى معتدل	معتدل الى مرتفع	مرتفع الى كلي تقريباً
صلاحيات مدير المشروع	قليل أو لا شيء	محدود	منخفض الى معتدل	معتدل الى مرتفع	مرتفع الى كلي تقريباً
توافر الموارد	قليل أو لا شيء	محدود	منخفض الى معتدل	معتدل الى مرتفع	مرتفع الى كلي تقريباً
التحكم في موازنة المشروع	المدير الوظيفي (مدير الدائرة)	المدير الوظيفي (مدير الدائرة)	مختلط	مدير المشروع	مدير المشروع
دور مدير المشروع	جزء من الوقت	جزء من الوقت	كل الوقت	كل الوقت	كل الوقت
الكادر الإداري للمشروع	جزء من الوقت	جزء من الوقت	جزء من الوقت	كل الوقت	كل الوقت





Project Management Offices (PMO)

Project Management Offices (PMO)

Project Management Offices

- Support project managers
- Manage shared resources across the PMO
- Coaching, mentoring, and training
- Conducting project audits
- Developing and managing processes and procedures
- Facilitating communications across projects



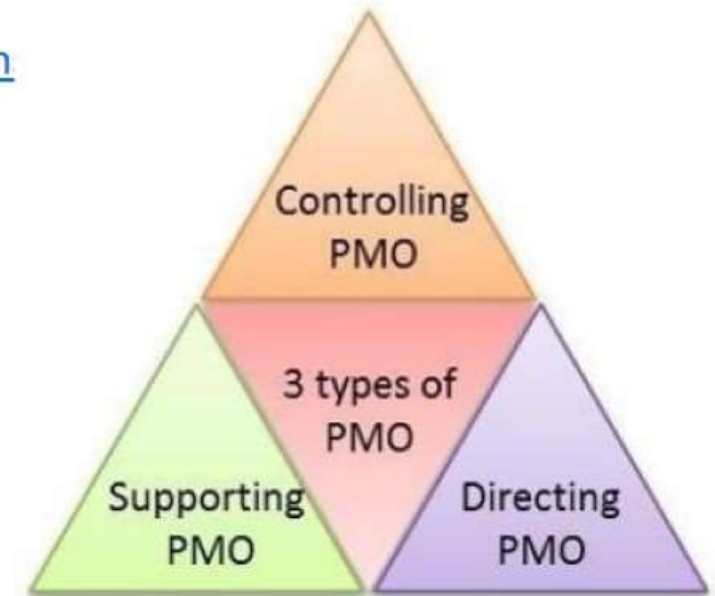
Project Management Offices (PMO)

١. **Supportive (Control is Low)**: Provide a consultative role to projects by supplying templates, best practices, training, access to information, and lessons learned from other projects.

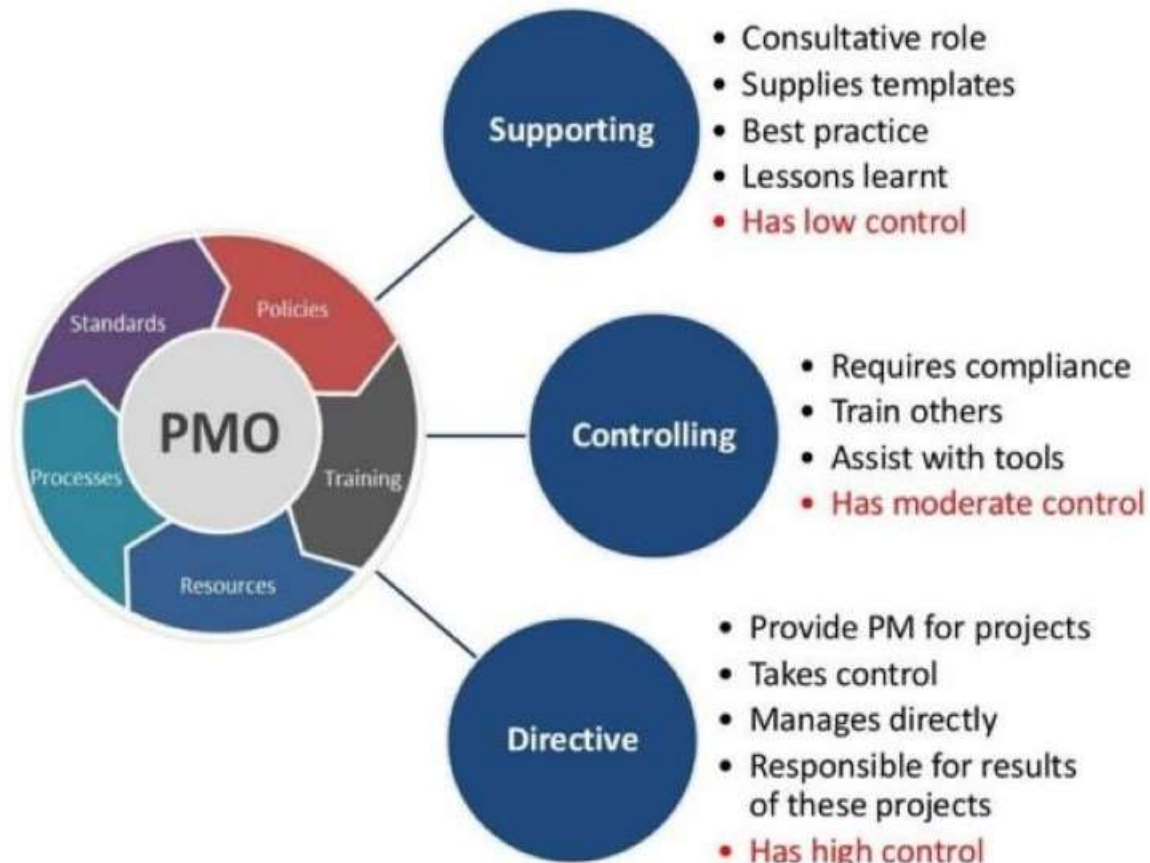
٢. **Controlling: (Control is moderate)** Provide support and require compliance (Use of specific templates, forms, and tools)

٣. **Directive (Control is High)**

- Take control of the projects by **directly managing the projects**.
- Project managers are assigned by and report to the PMO.



Project Management Offices (PMO)





Project Manager

Project Manager

مدير المشروع

Project Manager



The Person assigned by Performing Organization to lead team that is responsible for achieving project Objective.

Management Skills:

مهارات إدارية

Planning

Meeting Management

Time Management

Organizing

Controlling

Interpersonal Skills

مهارات شخصية

Leadership

Communication

Influence

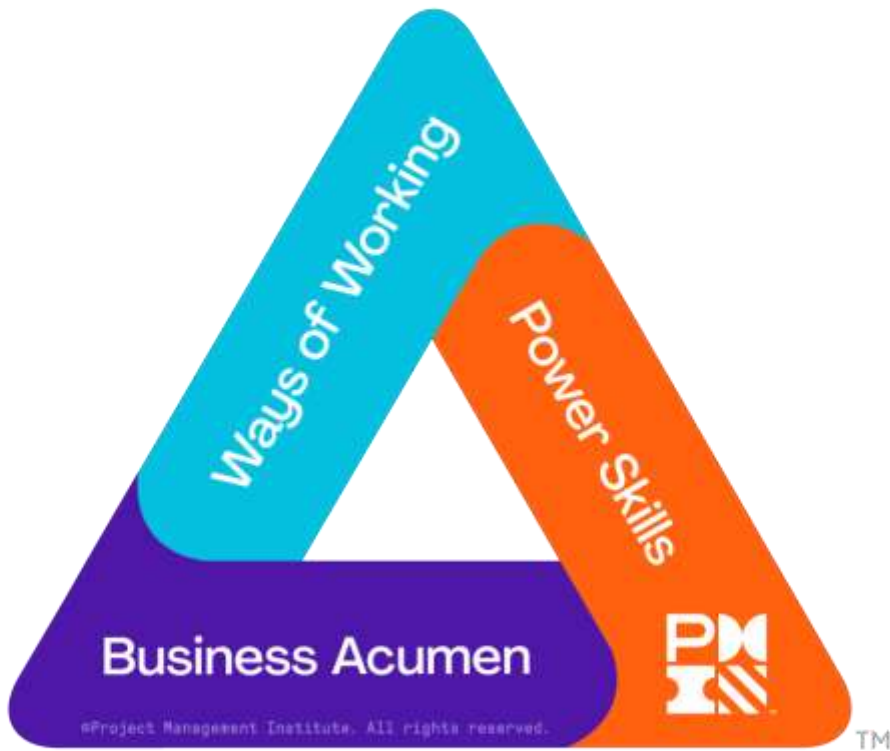
Motivation

Negotiation

Team/Trust building

Project Manager

The PMI Talent Triangle



Project Manager

The PMI Talent Triangle

- Ways of Working - (Previously Technical Project Management)
- There are many ways to get work done today, from predictive and agile to design thinking and emerging practices. Professionals are encouraged to master various approaches to apply the right technique at the right time and achieve successful outcomes.

Project Manager

The PMI Talent Triangle

- Power Skills - (Previously Leadership)
- Key interpersonal skills include collaborative leadership, communication, innovation, purpose-driven orientation, and empathy. These skills enable teams to influence stakeholders effectively, which is essential for driving change.

Project Manager

The PMI Talent Triangle

Business acumen (Previously Leadership)

Professionals with business acumen grasp organizational and industry dynamics and possess domain-specific knowledge to make sound decisions. They must align projects with organizational strategy and global trends to ensure effective decision-making at all levels.



Project Assumptions and Constraints

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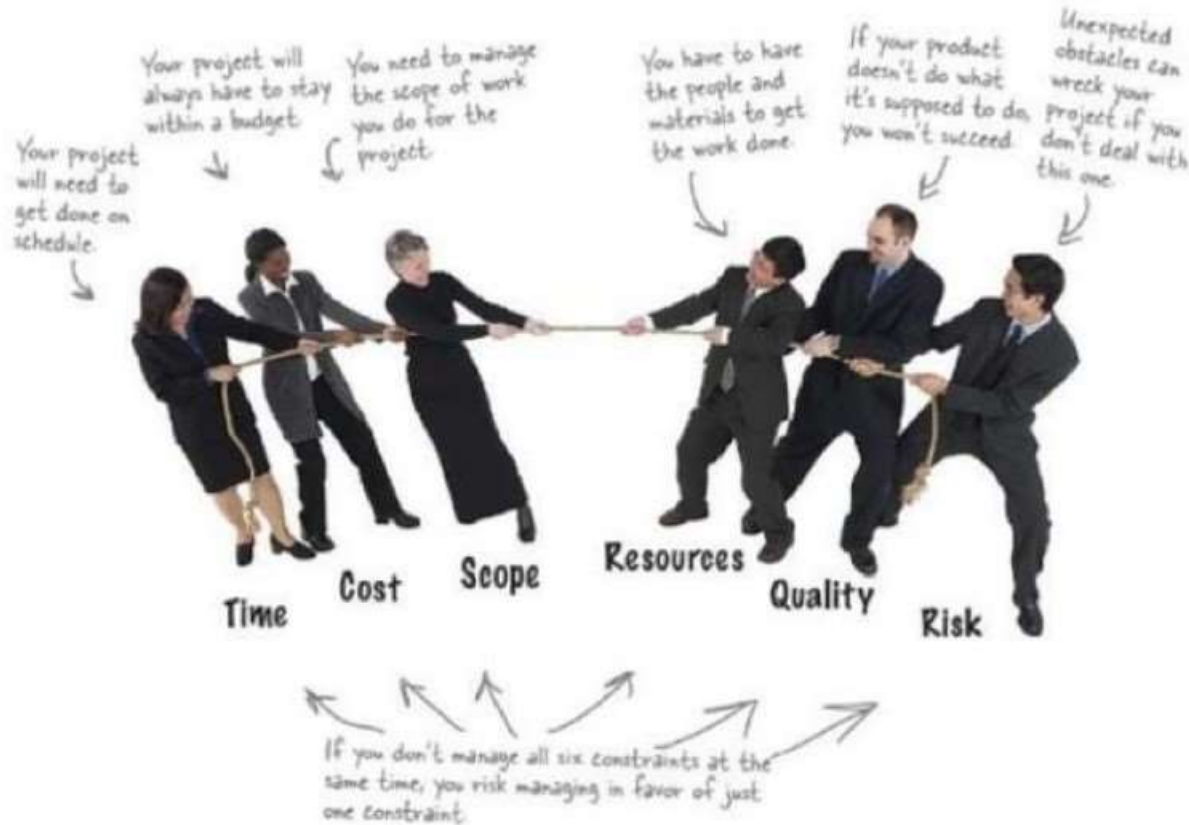
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Project Constraints



Project Assumption

Project Assumptions Examples:

- You will get all the resources you need.
- During the rainy season, cheap labor will be available.
- All relevant stakeholders will come to the next meeting.
- Your team members have all the required skills.
- All equipment is in good condition.
- The supplier will deliver on time.

Project Assumptions & Constraints

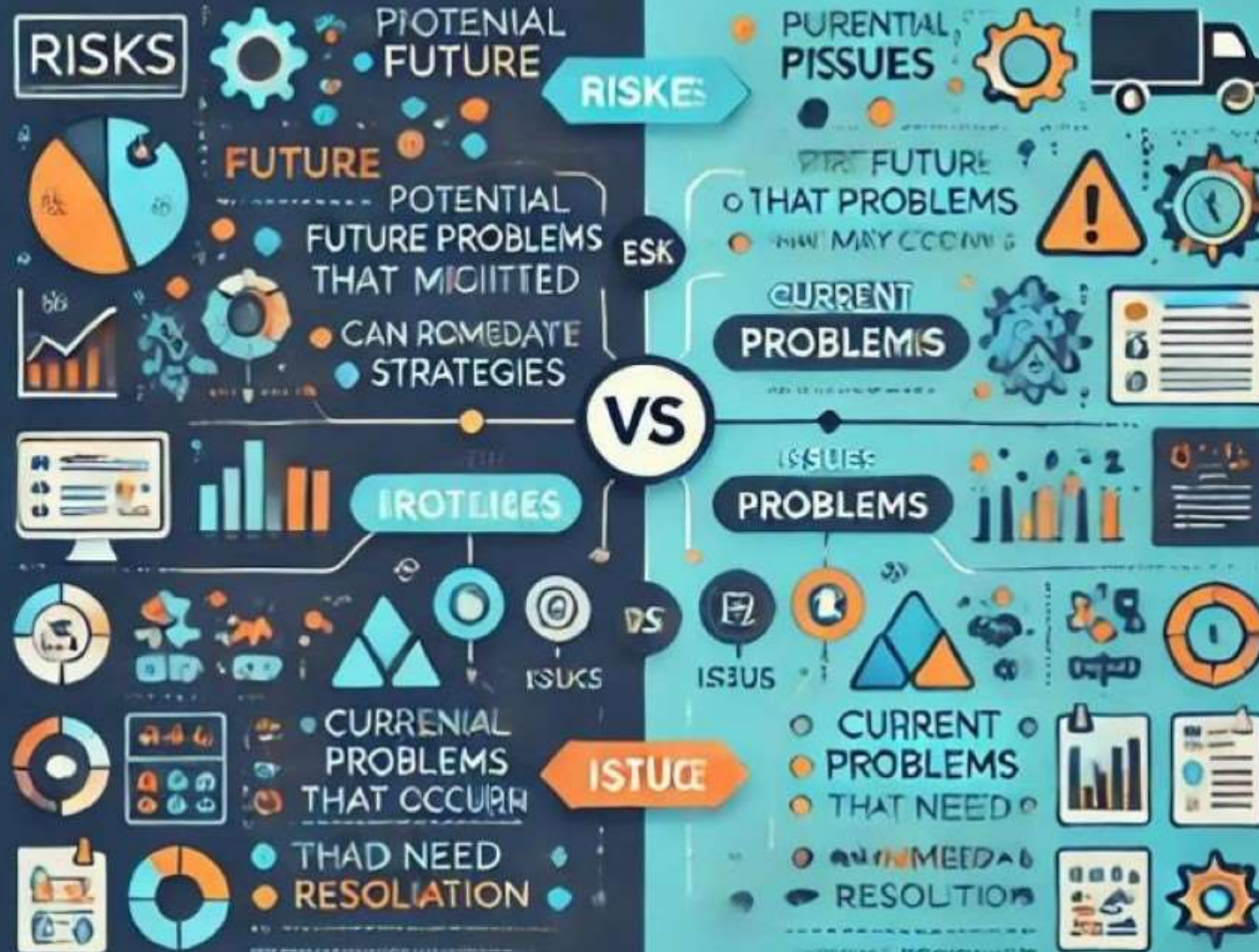
- Assumptions and constraints play a vital role in the **Planning** process as the **Foundation** of your project management plan.
- Assumptions and constraints are an important part of your project. They need to be **identified**, **controlled**, and **monitored** continuously



12

Risks and Issues

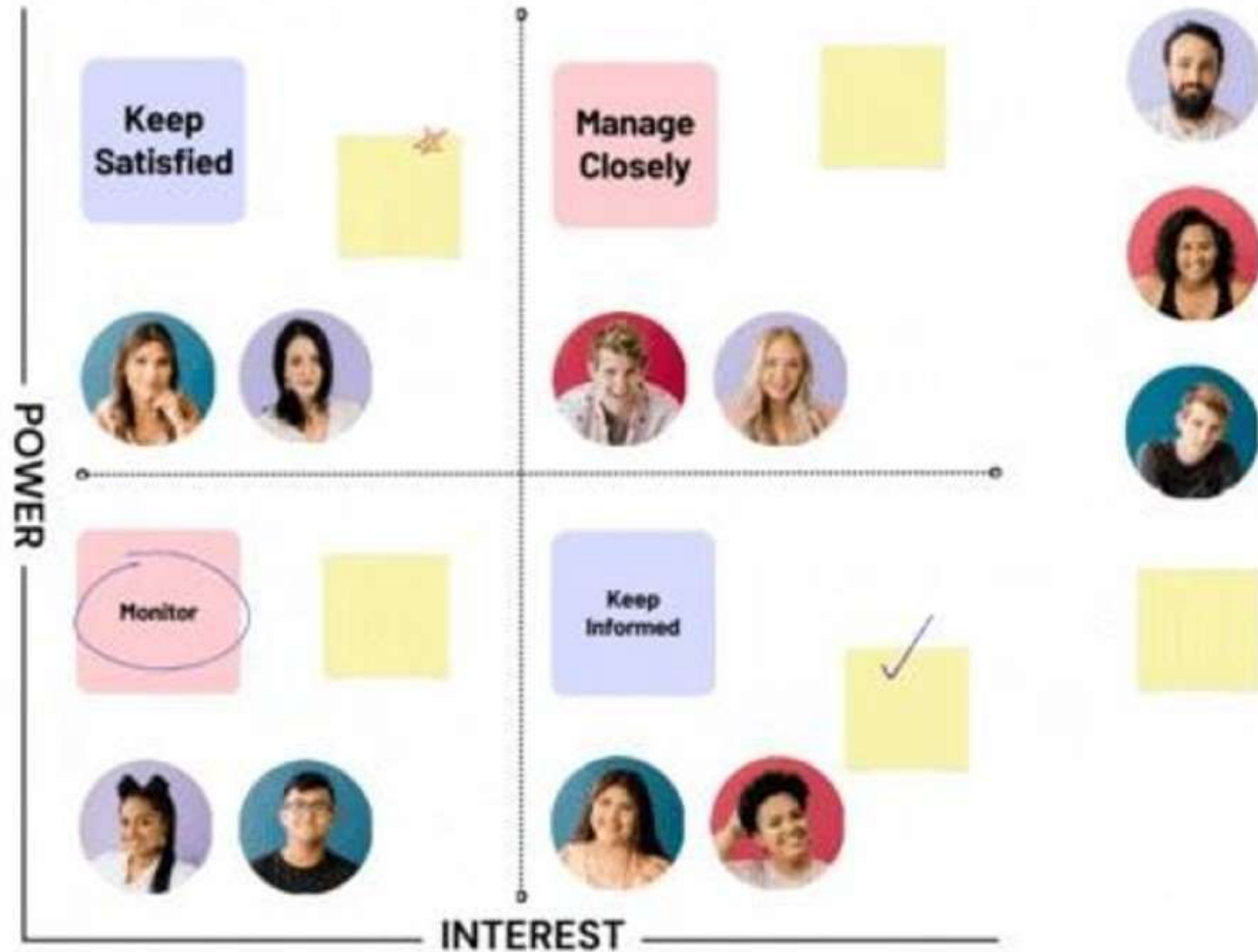
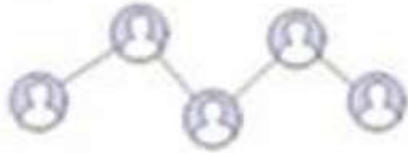
RISKS VS ISSUES





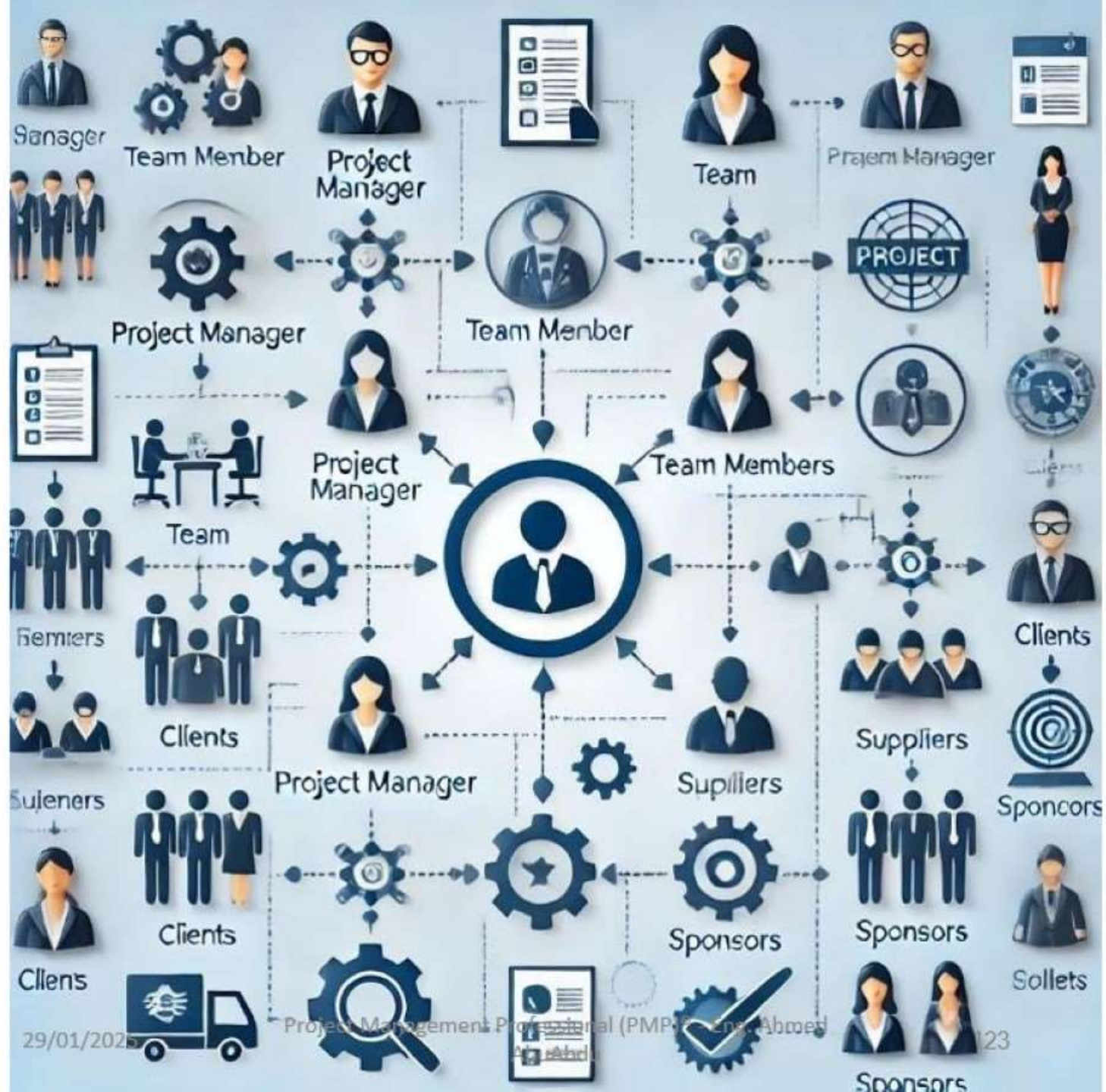
Project Stakeholders

Stakeholder Analysis



Project Stakeholders

- Stakeholders may be **internal or external** to the Project
- **Individual/Group or organization**
- Who can **positively or negatively, directly or indirectly impact/Influence** or be **impacted /influenced** by the Project



PMP Questions & Answers Framework



تنبيه هام! حقوق العرض محفوظة

- ❖ بموجب الحقوق الشرعية والقانونية، فإن هذا العرض ملك خاص لصاحبه، وأي نسخ أو نشر أو تعديل لمحتواه دون إذن مسبق يعد مخالفاً للأمانة العلمية والأخلاقية، وقد يترتب عليه مسؤولية قانونية.
- ❖ قال رسول الله ﷺ: "المسلم أخو المسلم، لا يظلمه ولا يسلمه ولا يخونه" (رواه مسلم). لذا، نرجو الحفاظ على الأمانة العلمية وعدم مشاركة هذا المحتوى دون إذن.
- ❖ جميع الحقوق محفوظة، وأي استخدام غير مصرح به قد يعرض صاحبه للمساءلة.

اللهم إني قد بذلت جهدي، فاحفظه بحق الأمانة والعلم

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Why is a project undertaken?

- A. To achieve better management of resources.
- B. To increase the understanding of project management.
- C. To teach the discipline of program and portfolio management.
- D. To create a unique product, service, or result.



لماذا يتم تنفيذ المشروع؟

- أ. لتحقيق إدارة أفضل للموارد.
- ب. لزيادة فهم إدارة المشاريع.
- ج. لتعليم مبادئ إدارة البرامج والمحافظ.
- د. لإنشاء منتج أو خدمة أو نتيجة فريدة.

D ~ د

An organization's project management office (PMO) has issued guidelines that require a specific template to be used for onboarding resources for a project. Where can the project manager find this template?

- A. Organizational Process Assets
- B. Resources Management Plan
- C. Procurement Management Plan
- D. Organizational Systems Access



أصدرت مكتب إدارة المشاريع PMO في المنظمة إرشادات تتطلب استخدام قالب محدد لتوظيف الموارد في المشروع. أين يمكن لمدير المشروع العثور على هذا القالب؟

- أ. الأصول التنظيمية للعمليات
- ب. خطة إدارة الموارد
- ج. خطة إدارة المشتريات
- د. الوصول إلى الأنظمة التنظيمية

A ~ أ

Which of the following does a portfolio combine?

- A. Projects, change management, and operations
- B. Projects, programs, and risks
- C. Projects, programs, and operations
- D. Operations, strategies, and business continuity



ما الذي يجمعه المحفظة Portfolio؟

أ. المشاريع، إدارة التغيير، والعمليات

ب. المشاريع، البرامج، والمخاطر

ج. المشاريع، البرامج، والعمليات

د. العمليات، الاستراتيجيات، واستمرارية الأعمال

ج ~ C

A project manager is assigned to a new project with a defined scope. The project requires advanced planning at the start of the project. Which approach should the project manager select for the project?

- A. Adaptive
- B. Predictive
- C. Kanban
- D. Hybrid



تم تعيين مدير مشروع لإدارة مشروع جديد ذو نطاق محدد. يتطلب المشروع تخطيطًا متقدمًا في بداية المشروع.

ما هي الطريقة التي يجب على مدير المشروع اختيارها لهذا المشروع؟

- أ. النهج التكيفي
- ب. النهج التنبؤي
- ج. كانبان
- د. النهج الهجين

ب ~ B

A business manager wants to start a project to launch a new product. How should the manager initiate the project?

- A. Prepare a detailed business case to document project objectives and success criteria.
- B. Assign a project manager to the project and ask them to document the project scope.
- C. Discuss the project requirements with the team for alternative products in the market.
- D. Ask a small team to produce a prototype of the product before full-scale development.



يريد مدير الأعمال بدء مشروع لإطلاق منتج جديد. كيف يجب على المدير بدء المشروع؟
 أ. إعداد دراسة جدوى مفصلة لتوثيق أهداف المشروع ومعايير النجاح.
 ب. تعيين مدير مشروع وطلب منه توثيق نطاق المشروع.
 ج. مناقشة متطلبات المشروع مع الفريق حول المنتجات البديلة في السوق.
 د. طلب من فريق صغير إنتاج نموذج أولي للمنتج قبل التطوير الشامل.

A ~ أ

A project team member is discussing a new project with their manager. The project is very similar to a project that was delivered last year, and the scope is very well documented. Which of the following project delivery approaches should be recommended?

- A. Agile
- B. Traditional
- C. Adaptive
- D. Hybrid



يتحدث أحد أعضاء فريق المشروع مع مديره عن مشروع جديد. المشروع مشابه جدًا لمشروع تم تنفيذه العام الماضي، ونطاق العمل موثق بشكل جيد. ما هي الطريقة المناسبة لتسليم المشروع؟

أ. الأجايل

ب. الطريقة التقليدية

ج. التكيفية

د. الهجينة

ب ~ B

An employee was hired to work on ongoing, repetitive activities in the accounting department. The employee's duties are managing and controlling day-to-day activities. Which type of managing is the employee performing?

- A. Strategic
- B. Finance
- C. Project
- D. Operations



تم تعيين موظف للعمل على أنشطة مستمرة ومتكررة في قسم المحاسبة. وتشمل مهام الموظف إدارة الأنشطة اليومية والتحكم فيها. ما نوع الإدارة التي يقوم بها الموظف؟
أ. الإستراتيجية
ب. المالية
ج. المشاريع
د. العمليات

D ~ د

You are the project manager of the HDM Project. Your project must be completed by September 11 and cannot exceed \$10,000. \$10,000 is an example of which one of the following?

- A. Scheduled completion date
- B. Management reserve
- C. Constraint
- D. Assumption



أنت مدير مشروع HDM. يجب إكمال مشروعك بحلول ١١ سبتمبر ولا يمكن أن تتجاوز ميزانيته ١٠,٠٠٠ دولار. ما الذي تمثله قيمة ١٠,٠٠٠ دولار من الخيارات التالية؟
أ. تاريخ الانتهاء المجدول
ب. احتياطي الإدارة
ج. قيد
د. افتراض

ج ~ C

After a high-level management meeting, the manager chairing the meeting asks the Project Manager to document and communicate the action items to all the stakeholders. The Project Manager is part of a __ organization.

- A. Projectized organization
- B. Weak Matrix organization
- C. Balanced Matrix organization
- D. Strong Matrix organization



بعد اجتماع إداري على مستوى عالٍ، يطلب المدير الذي يرأس الاجتماع من مدير المشروع توثيق وتواصل العناصر التنفيذية مع جميع أصحاب المصلحة. مدير المشروع جزء من منظمة ____.

- أ. منظمة موجهة للمشاريع
- ب. منظمة مصفوفة ضعيفة
- ج. منظمة مصفوفة متوازنة
- د. منظمة مصفوفة قوية

ب ~ B

A customer is frequently asking for scope changes though a product vision and roadmap have been established at the start of the project. What type of development lifecycle is this likely to be?

- A. Hybrid
- B. Predictive
- C. Waterfall
- D. Adaptive



يطلب العميل بشكل متكرر تغييرات في النطاق على الرغم من أنه تم تحديد رؤية المنتج وخارطة الطريق في بداية المشروع. أي نوع من دورة الحياة التطويرية من المحتمل أن يكون هذا؟

- أ. هجين
- ب. تنبؤي
- ج. شلال
- د. تكيفي

D ~ د

What is the role of a project sponsor?

- A. Project Sponsor is responsible for identifying key stakeholders
- B. Project Sponsor is responsible for providing funding for the project
- C. Project Sponsor is responsible for managing the quality of deliverables
- D. Project Sponsor is responsible for managing the project



ما هو دور الراعي للمشروع؟
أ. الراعي للمشروع مسؤول عن تحديد أصحاب المصلحة الرئيسيين
ب. الراعي للمشروع مسؤول عن توفير التمويل للمشروع
ج. الراعي للمشروع مسؤول عن إدارة جودة المنتجات النهائية
د. الراعي للمشروع مسؤول عن إدارة المشروع

ب ~ B

The business case documents the business needs and the cost-benefit analysis that justifies the project. Which of the following best describes the responsibility of the project manager within the Project business case?

- A. Making changes on the business case if necessary
- B. The project manager may make recommendations to keep the project business case in alignment with the goals and objectives of the organization.
- C. Development of the project business case
- D. Update the business case at the end of each phase



ب ~ B

يسجل دراسة الجدوى للمشروع احتياجات العمل وتحليل التكلفة والفائدة الذي يبرر المشروع. أي من الخيارات التالية يصف بشكل أفضل مسؤولية مدير المشروع ضمن دراسة جدوى المشروع؟

- أ. إجراء تغييرات على دراسة الجدوى إذا لزم الأمر
- ب. قد يقدم مدير المشروع توصيات للحفاظ على توافق دراسة الجدوى مع أهداف المنظمة
- ج. تطوير دراسة جدوى المشروع
- د. تحديث دراسة الجدوى في نهاية كل مرحلة

Your organization's PMO is periodically asking for project artifacts from all projects and checking whether corporate standards of project management are being adhered to or not. They are also supportive in providing templates and guidelines related to project management when asked. Which type of PMO are we referring to here?

- A. Directing PMO
- B. Governing PMO
- C. Supporting PMO
- D. Controlling PMO



يطلب مكتب إدارة المشاريع في منظمتك بشكل دوري مستندات المشاريع من جميع المشاريع ويتحقق من مدى التزامها بالمعايير المؤسسية لإدارة المشاريع. كما أنه يقدم الدعم من خلال توفير القوالب والإرشادات المتعلقة بإدارة المشاريع عند الطلب. أي نوع من أنواع PMO نُشير إليه هنا؟

- أ. مكتب إدارة المشاريع التوجيهي
- ب. مكتب إدارة المشاريع الحكومي
- ج. مكتب إدارة المشاريع الداعم
- د. مكتب إدارة المشاريع المراقب

D ~ د

تنبيه هام! حقوق العرض محفوظة

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