PMP EXAM
HOW TO PASS ON YOUR FIRST TRY
SIXTH EDITION
Andy Crowe, PMP

Quick REFERENCE GUIDE

FOUNDATIONAL CONCEPTS

Project: a temporary group of related tasks undertaken to create a unique product, service, or result

Program: a group of related projects and operations coordinated together in a larger effort than a project

Portfolio: an organization's entire investment in projects and programs (SEE DIAGRAM 1)

Project Management: using skills, knowledge, and resources to satisfy project requirements

Process: 1 of 49 packages of inputs, tools, and outputs used to produce specific output(s) for the project (SEE DIAGRAM 2)

Phases: groups of project activities separated by exit gates to evaluate phase deliverables

Project Life Cycle: a group of project phases specified by an organization's project management methodology

Methodology: an organization's specific implementation of project processes; a set of steps to manage a project

Triple Constraint: the concept that scope, time, and cost are interrelated; one cannot change without affecting at least one of the others; also known as the "Iron Triangle" (SEE DIAGRAM 3)

Baseline (BL): the original plan plus all approved changes (scope, schedule, cost)

System: a set of formal management procedures, rules, processes, people, etc. that support an outcome

Historical Information: information from previous projects used to evaluate future project decisions

Lessons Learned: documented variances (historical information) used to avoid variances in current and future projects

Progressive Elaboration: an iterative approach where planning occurs in cycles rather than only up front

PM Skills: Leading, Communicating, Negotiating, Problem-solving, Influencing, Delegating, and being Proactive

PROJECT ROLES

Project Manager: the person ultimately responsible for the project; authorized to spend budget and assign resources to realize project goals

Project Coordinator: a role weaker than a project manager; may assign project resources but not authorized to spend funds

Project Expeditor: a role weaker than a project coordinator; reports on project progress without authority to assign resources or spend funds

Project Sponsor: responsible for funding the project; typically a senior manager; may or may not be the customer

Senior Management: a role higher in organization than the project manager; prioritize projects, authorize PM, resolve organization conflicts and issues

Stakeholder: a person or group having an interest, whether positive or negative, in the result of the project

Functional Manager: a department manager who "owns" project resources; administers human resource management responsibilities for employees

Project Office: a supporting or controlling department regarding methodologies, tools, standards, best practices, and audits
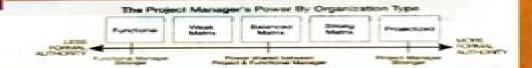
Program Manager: responsible for programs, coordinating several related projects to achieve a common goal

ORGANIZATION TYPES & PROJECT MANAGER POWER

Functional: team members work for a department; may be loaned to a project at times; little or no PM power

Projectized: PM is manager of projects and resources; has complete authority

Matrix: Combination with functional managers and project managers; PM has more power in Strong Matrix, equal in Balanced Matrix, and less in Weak Matrix

The Project Manager's Power By Organization Type

PROCESS FRAMEWORK

Process groups are not project phases. Process groups are not linear; they are iterative. Process names follow verb-noun structure (e.g., Define Scope).

KNOWLEDGE AREAS (10) (# processes)

Knowledge Area	#
Integration Management (INT)	7
Scope Management (SCO)	6
Schedule Management (SCH)	6
Cost Management (COS)	4
Quality Management (QUA)	3
Resource Management (RES)	6
Communications Management (COM)	3
Risk Management (RIS)	7
Procurement Management (PRO)	3
Stakeholder Management (STA)	4

49 PROCESSES

MATRIX	IN	PL	EX	MC	CL
INT	1	1	2	2	1
SCO		4		2	
SCH		5		1	
COS		3		1	
QUA		1	1	1	
RES		2	3	1	
COM		1	1	1	
RIS		5	1	1	
PRO		1	1	1	
STA	1	1	1	1	

PROCESS GROUPS (5): (# processes)

Process Group	#
INITIATING (IN)	2
PLANNING (PL)	24
EXECUTING (EX)	10
MONITORING AND CONTROLLING (MC)	12
CLOSING (CL)	1

COMMON INPUTS, TOOLS, AND OUTPUTS

INPUTS: Project Management Plan (PM Plan), Organizational Process Assets (OPAs), Project Documents, Enterprise Environmental Factors (EEFs), Project Charter, Agreements, Work Performance Data

TOOLS: Expert Judgment, Data Analysis, Meetings, Interpersonal & Team Skills, Data Gathering, Decision Making, Project Management Information System (PMIS), Data Representation

OUTPUTS: Updates (PM Plan, Project Documents, and OPAs), Change Requests, Work Performance Information

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rapid look up bringing relevant information for the PMP Exam together in one resource **The Pmp Exam** Andy Crowe,2018-04 A quick reference guide for the PMP Exam this sturdy laminated card accompanies The PMP Exam How To Pass On Your First Try 6th Edition Presenting all 49 processes along with the key inputs tools and outputs this helpful tool also depicts techniques tables and graphs to highlight the most important information at a glance Common formulas are organized for rapid look up bringing relevant information for the PMP Exam together in one resource **Xcelerate Your Pmp Exam** George Balana Pmp,2010-02 Congratulations to George Balana for creating a unique tool which leverages the power of Mind Mapping R to assist in the retention of project management knowledge areas Used in conjunction with the PMBOK Guide Fourth Edition R Xcelerate your PMP R serves as a valuable reference with an easy to follow and creative format Herman Gonzalez PMP President PMI SOC Board of Directors George Balana is a high energy person always striving for excellence in everything he does very often going the extra mile in pursuing results With a visible ability to think outside the box George enhances the dynamics of any group he participates in George Jucan PMP Director PMI SOC Board of Directors Lead Contributor PMBOK R Guide Fourth Edition Project Manager Competency Development Framework Second Edition and Government Extension to the PMBOK R Guide Third Edition I worked with George on different volunteering initiatives George is very enthusiastic fast learner eager to deliver results and fun to work with George delivers high quality results while keeping time constraints in mind Felix Moshkovich PMP CMC PMI SOC Director Professional Development PMI SOC Board of Directors I had first hand experience using this book during my PMP preparation and I passed in my first attempt The mind maps concept is a powerful and fast track tool in the learning process and they are used on this book in a way that helps you assimilate the PMBOK processes You will certainly find this book helpful in your PMP preparation Fortunato Couto PMP Getting your Project Management Professional PMP designation is an investment in both yourself and your career George Balana and his teachings allowed me to pass my PMP Exam on my first attempt His PMBOK MindMapping Guide was useful for prepping for the exam Long after the exam it still provides a quick reference guide to rekindle acquired knowledge RLavigne42 Robert Lavigne PMP **PMP Scenario Based Practice Questions** Pauric Sidney McGee, Stop Memorizing Theory Start Mastering Real Project Situations Most PMP candidates fail because they can memorize the PMBOK but can t think like PMI expects during the exam This book changes that 300 Authentic Workplace Scenarios that mirror actual exam questions across all three domains People Lead teams resolve conflicts manage stakeholders Process Plan projects control changes manage risks Business Environment Align strategy navigate compliance What Makes This Different Scenario based learning that builds PMI mindset Real project dilemmas from IT construction healthcare more Progressive difficulty from beginner to advanced Detailed explanations reveal the why behind every answer Full practice exams quick reference guides This book doesn t just prepare you for the exam it rewires your brain to think like a PMP Perfect for project managers who learn by doing not memorizing Whether you re new to PM or a seasoned pro these

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