THE PMP EXAM

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 Expediter:** 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

| Functional | Weak Matrix | Balanced Matrix | Strong Matrix | Projectized |

LESS FORMAL AUTHORITY ← → MORE FORMAL AUTHORITY

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)

KNOWLEDGE AREAS (10)	(# processes)
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):

PROCESS GROUPS (5):	(# processes)
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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Lei Huang

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