



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, repeatable set of project processes; a set of steps to manage a project.

Triple Constraint: the concept that scope, time, and cost



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

Systems: 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; prioritizes projects, authorizes PM, resolve organizational 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.



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)

| | |
|---------------------------------|---|
| 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 | 1 | 4 | 2 | 2 | 1 |
| SCH | 1 | 5 | 1 | 1 | 1 |
| COS | 1 | 3 | 1 | 1 | 1 |
| QUA | 1 | 1 | 1 | 1 | 1 |
| RES | 2 | 3 | 1 | 1 | 1 |
| COM | 1 | 1 | 1 | 1 | 1 |
| RIS | 5 | 1 | 1 | 1 | 1 |
| PRO | 1 | 1 | 1 | 1 | 1 |
| STA | 1 | 1 | 1 | 1 | 1 |

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 Systems (PMIS), Data Representation.
- OUTPUTS:** Updates (PM Plan, Project Documents, and OPAs), Change Requests, Work Performance Information.



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Jicheng Xie



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