



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 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).

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 just 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 (16) (# 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

Category	IN	PL	EX	MC	CL
INT	1	1	2	2	1
SCO	4	4	2	2	1
SCH	5	5	1	1	1
COS	3	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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Pmp Exam Quick Reference Guide:

The book delves into Pmp Exam Quick Reference Guide. Pmp Exam Quick Reference Guide is an essential topic that needs to be grasped by everyone, ranging from students and scholars to the general public. The book will furnish comprehensive and in-depth insights into Pmp Exam Quick Reference Guide, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:
 - Chapter 1: Introduction to Pmp Exam Quick Reference Guide
 - Chapter 2: Essential Elements of Pmp Exam Quick Reference Guide
 - Chapter 3: Pmp Exam Quick Reference Guide in Everyday Life
 - Chapter 4: Pmp Exam Quick Reference Guide in Specific Contexts
 - Chapter 5: Conclusion
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6. In chapter 5, this book will draw a conclusion about Pmp Exam Quick Reference Guide. The final chapter will summarize the key points that have been discussed throughout the book.

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