PMP® EXAM

How To Pass On Your First Try

Fifth 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.

Processes: 1 of 47 packages of inputs, tools, and outputs used to produce specific outputs for the project (see diagram 2).

Phases: groups of project activities associated to work gates to evaluate phase deliverables.

Project Life Cycle: a group of project phases (also PLC) for 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 all. Subsidiaries of the others are quality, risk, and resources (see diagram 3).

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

Guidelines: a set of informal recommendations, notes, processes, people, etc. that support an outcome.

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

Lessons Learned: documented outcomes (historical information) used to avoid mistakes on future projects.

Progressive Elaboration: an iterative approach to add planning details as more is learned rather than using 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 between that a project manager may assign project resources but not authorized to spend funds.

Project Expediter: a role senior 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 supporting 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.

Project Based: 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 GROUPS & KNOWLEDGE AREAS

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) 6
- Scope Management (SCO) 5
- Time Management (TIME) 7
- Cost Management (COST) 4
- Quality Management (QUAL) 3
- Human Resource Management (HUMR) 4
- Communications Management (COMM) 3
- Risk Management (RISK) 6
- Procurement Management (PROC) 4
- Stakeholder Management (STKH) 4

47 PROCESSES

Knowledge Area	IN	TO	OU	MAC	TA
INT	6	6	6	6	1
SCO	5	4	5	3	1
TIME	7	5	7	3	1
COST	4	3	4	3	1
QUAL	3	3	3	1	1
HUMR	4	2	4	1	1
COMM	3	2	3	2	1
RISK	6	5	6	3	1
PROC	4	3	4	2	1
STKH	4	3	4	2	1

PROCESS GROUPS (5) (# processes)

- Initiating (IN) 2
- Planning (PL) 24
- Executing (EX) 8
- Monitoring and Controlling (MC) 11
- Closing (CL) 2

COMMON INPUTS, TOOLS, AND OUTPUTS

Inputs: Organizational Process Assets (OPAs), Enterprise Environmental Factors (EEFs), Project Management Plan (PMP), Plans, Risk Register, Work Performance, Work Performance Reports

Tools: Expert Judgment, Meetings, Analytical Techniques, Facilitation Techniques, Project Management Information Systems (PMIS)

Outputs: Change Requests, Updates (PMP, Plan, Project Docs, and OPAs), Work Performance Information

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