

Pmp Exam PDF

Andy Crowe

FOR USE WITH
THE PMP EXAM
HOW TO PASS ON YOUR FIRST TRY
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 to a larger effort than a project

Portfolio: an organization's entire collection of projects and programs

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

Phase: 1 of 51 packages of tasks, tools, and methods used to produce specific outputs for the project

Phase: a group of project activities represented by task gates throughout phase delineation

Phase in Cycle: a group of project phases specifically 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 and cannot change without affecting at least one of the others, also known as the "Iron Triangle"

Baseline (BC): An original plan plus all approved change orders, estimates, and so on

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

Working Information: information from previous projects used to facilitate future project decisions

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

Programme Evaluation: an iterative approach where planning occurs in cycles rather than only up front

PMP Skills: Leading, Communicating, Negotiating, Problem Solving, Influencing, Collaborating, and Working Flexibly

AGILE SOFTWARE DEVELOPMENT

We are creating better ways of developing software by doing it and trying different things. Through this work we have come to understand:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

AGILE SOFTWARE DELIVERY

Scrum is a popular methodology built upon 3 pillars of visibility, inspection, and adaptation. Working items of Product Owner and Team, working Sprints, shared ownership. Scrum roles are flexible, provided by customer/working. That work item is customer/working, and it is a retrospective at the end of each sprint.

Retrospective: Occurs at the end of each sprint, the team reflects on how the work in progress (WIP) and looking for ways to improve.

Learn based on the work practices of Continuous Flow, Kanban, Iterative Learning, Scrum as Job as Possible, Deliver as Fast as Possible, Empower the Team, Build Integrity in, and live the Values.

SP - defines Programming highly disciplined methodology that lets 1 work flow, programming work in pairs, SP defines roles of Coach, Customer, Programmer, Designer, and Tester.

AGILE SOFTWARE PRINCIPLES

- Use highest priority to satisfy the customer through early and continuous delivery of valuable software
- Welcome changing requirements, even late in development. Agile processes embrace change for the customer's competitive advantage
- Deliver working software frequently, from a couple of weeks to a month or two, with a preference to the shorter time scale
- Business people and developers must work together daily throughout the project
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation
- Working software is the primary measure of progress

PROJECT MANAGEMENT APPROACHES

PREDICTIVE	HYBRID	AGILE
Method: Sequential, Traditional Risk and costs for work that through planning + Separate and distinct phases + Stakeholders communicated with all major milestones + Change requests discouraged + One big deliverable	Blended aspects of agile and predictive	Method: Iterative, Incremental + Risk and costs for work that through planning + Frequent small releases + Stakeholders deeply involved throughout + Change requests encouraged + Frequent, small deliverables

PROJECT ROLES

Project Manager: in predictive, the person ultimately responsible for the project, authorized to control budget and assign resources to achieve project goals

Project Coordinator: a role wider than a project manager, may manage project resources but not authorized to spend funds

Project Executive: a role wider 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

Scrum Master: a role higher in organization than the project manager, provides guidance, facilitates the team's negotiation, conflicts and issues

Stakeholder: a person or group who may influence the project or who may be affected by the project, whether positively or negatively

Functional Manager: a department manager who "owns" project resources, and makes human resource management decisions for employees

Project Office: a supporting or enabling department regarding methodologies, tools, standards, best practices, and so on

Program Manager: responsible for programs, coordinating several related projects to achieve a common goal

Product Owner: a role that represents the customer wants, and capabilities, understands and prioritizes the value of work, maintains the product backlog, leads the first part of backlog planning meeting, 1 of 3 defined Scrum roles of Product Owner, 2 Team, 3 Scrum Master

Customer: individual or organization to accept the deliverable, participation in agile team

Agile Project Manager / Coach / Team Facilitator / Team Lead: a role wider than project manager, on the team in an ongoing way, helps the team focus on and use agile principles, helps identify and remove obstacles and works with team that could slow progress

Team: group responsible for planning, executing, and monitoring and controlling the project, typically involves the sponsor, agile team are empowered to make decisions for the project and other outside the customer, 1 of 3 defined Scrum roles

Scrum Master: 1 of 3 defined Scrum roles, main responsible for helping the team follow the Scrum process

Scrum Lead: a role wider than project manager, on the team in an ongoing way, helps the team focus on and use agile principles, helps identify and remove obstacles and works with team that could slow progress

Scrum Lead: a role wider than project manager, on the team in an ongoing way, helps the team focus on and use agile principles, helps identify and remove obstacles and works with team that could slow progress

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About the book

Enhance Your PMP Exam Study Efforts with Our Quick Reference Guide!

Prepare effectively for your PMP exam using our durable, laminated Quick Reference Guide! This essential resource is designed to complement *The PMP Exam: How To Pass On Your First Try* and is tailored for the latest 2024 PMP Exam (released January 2, 2021).

Key Features:

- Agile Concepts and Terminology: Easily digest essential agile principles needed for exam success.
- Comprehensive Coverage: Includes all 49 processes with detailed inputs, tools, and outputs.
- Visual Aids: Techniques, tables, and graphs present critical information at a glance.
- Quick Formula Reference: Common formulas are organized for instant access, consolidating vital data for your study.

Make this guide an integral part of your PMP exam preparation today!

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Pmp Exam Summary

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Who should read this book Pmp Exam

The book "PMP Exam" by Andy Crowe is essential for anyone preparing to take the Project Management Professional (PMP) certification exam, including project managers seeking to validate their skills and knowledge. Whether you're an aspiring project manager, an experienced professional looking to enhance your credentials, or a team leader aiming to improve project execution within your organization, this book provides valuable insights and practical guidance. Additionally, professionals in related fields, such as business analysts and operations managers, will find the methodologies and concepts beneficial for managing projects effectively. Ultimately, this book is a crucial resource for anyone determined to succeed in the dynamic field of project management.

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Key insights of Pmp Exam in table format

Chapter	Summary
1. Introduction to Project Management	Overview of project management and its importance in today's environment.
2. Project Management Framework	Discusses the structure and components of project management including processes, knowledge areas, and project management methodologies.
3. Project Integration Management	Focuses on the processes required to initiate, plan, execute, control, and close a project.
4. Project Scope Management	Explains how to define and manage project scope through requirements and scope statements.
5. Project Schedule Management	Outlines how to plan and control project schedules using techniques such as Gantt charts and critical path method.
6. Project Cost Management	Details cost estimation, budgeting, and control measures to keep the project within budget.
7. Project Quality Management	Discusses quality planning, assurance, and control to meet stakeholder expectations.
8. Project Resource Management	Explains how to identify, acquire, and manage project resources effectively.



Chapter	Summary
9. Project Communication Management	Focuses on the importance of communication and how to manage stakeholder engagement.
10. Project Risk Management	Covers risk identification, analysis, and response planning to minimize impact on the project.
11. Project Procurement Management	Discusses the processes involved in acquiring goods and services from external sources.
12. Project Stakeholder Management	Emphasizes the identification and engagement of all stakeholders throughout the project lifecycle.
13. PMP Exam Preparation	Provides tips and strategies for preparing for the PMP exam, including study plans and resources.
14. Practice Questions and Answers	Includes sample questions and answers to help reinforce understanding of the material.
15. Conclusion	Wrap-up of key concepts and encouragement for future project managers.



Pmp Exam Summary Chapter List

1. Understanding the PMP Exam Structure and Format
2. Key Concepts and Terminology for PMP Certification
3. Essential Project Management Processes and Phases
4. Exam Preparation Strategies and Study Tips
5. Taking the Exam: What to Expect on Test Day
6. Post-Exam: Understanding Your Results and Next Steps

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1. Understanding the PMP Exam Structure and Format

The PMP Exam, as presented by Andy Crowe, comprises a structured format that is essential for candidates seeking to earn their Project Management Professional (PMP) certification. Understanding this structure is crucial for tailored preparation and successful navigation of the examination process.

The PMP Exam typically consists of 180 questions, out of which 175 are scored, while the remaining 5 are considered pre-test questions that do not affect the candidate's score. These questions are formatted in various ways, including multiple-choice, multiple responses, and fill-in-the-blank types. The exam focuses not only on knowledge but also on the application of project management skills in real-world scenarios.

Candidates are allocated a total of 230 minutes to complete the exam. This timeframe encourages careful reading and thorough consideration of each question. The exam is divided into domains that reflect the competency areas within project management, specifically: people, process, and business environment. This structure is reflective of the PMBOK® Guide and highlights the importance of interpersonal skills, knowledge of processes, and understanding of organizational frameworks in effective project management.



Furthermore, the exam adheres to a computer-based testing format that employs an adaptive style, assessing test-takers based on their performance in real-time. This means that the difficulty level of subsequent questions may adjust based on the correctness of previous answers, allowing for a more tailored evaluation of each candidate's knowledge and skills.

To facilitate understanding of the exam format, the content is derived from the latest edition of the PMBOK® Guide, along with other relevant project management literature. Candidates are encouraged to familiarize themselves with not only classic project management processes but also with terminology unique to the PMP Exam, such as project charter, stakeholder management, and risk response planning. Engaging with this terminology—and its practical implications—enables candidates to better interpret the questions posed during the exam.

In conclusion, understanding the structured format of the PMP Exam is pivotal. It encompasses a mix of multiple-choice questions, time constraints, and competency-based evaluation, all designed to assess a candidate's project management acumen. By comprehensively grasping this structure, candidates can develop effective strategies and enhance their confidence as they prepare for and undertake the examination.

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2. Key Concepts and Terminology for PMP Certification

Preparing for the PMP (Project Management Professional) Certification requires a solid understanding of key concepts and terminology that are fundamental to project management. These terms are not only pivotal for passing the exam but also for effective communication within the field of project management. Below, we delve into some essential concepts and terminology that every PMP aspirant should familiarize themselves with:

1. **Project:** A project is a temporary endeavor undertaken to create a unique product, service, or result. It has a defined beginning and end, with specific objectives that, when achieved, signify completion.
2. **Project Management:** This refers to the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It encompasses various processes and methodologies that guide a project from initiation to completion.
3. **Project Life Cycle:** The project life cycle encompasses the series of phases that a project goes through from initiation to closure. Generally, it includes:
 - **Initiation:** Defining and authorizing the project.
 - **Planning:** Establishing the scope, objectives, and procedures.



- **Execution:** Implementing the project plans and managing resources.
- **Monitoring and Controlling:** Tracking, reviewing, and regulating the progress and performance of the project.
- **Closing:** Finalizing all activities to formally close the project.

4. **Stakeholders:** Stakeholders are individuals or organizations that are actively involved in the project or whose interests might be affected by the project's execution or completion. Understanding stakeholder roles is crucial for effective communication and engagement throughout the project.

5. **Scope:** The scope refers to the work required to deliver a product, service, or result with the specified features and functions. It is critical to define clearly what is included and excluded in the project to avoid scope creep.

6. **Risk Management:** This involves identifying, analyzing, and responding to project risks. Effective risk management minimizes the impact of potential problems on the project's success.

7. **Quality Management:** Quality management ensures that the project meets the defined quality standards and requirements. This process involves planning, assurance, and control measures.



8. **Time Management:** Time management entails the processes required to manage the timely completion of the project. It involves defining activities, sequencing them, estimating duration, and developing schedules.

9. **Cost Management:** Cost management includes the processes involved in planning, estimating, budgeting, and controlling costs to ensure that the project is completed within the approved budget.

10. **Change Management:** This is a systematic approach to dealing with change, both from the perspective of an organization and the individual. Effective change management ensures that changes to project scope, timeline, or resources are controlled and managed effectively.

Familiarity with these key concepts and terms is essential for any project manager aspiring to achieve PMP certification. Not only do they form the vocabulary of the project management domain, but they are also integral to the understanding and application of the PMBOK (Project Management Body of Knowledge) guidelines that the PMP exam is based upon. Mastery of these elements will significantly enhance one's ability to navigate the complexities of project management and achieve successful outcomes.



3. Essential Project Management Processes and Phases

The field of project management is grounded in a structured approach that ensures effective planning, execution, and delivery of projects.

Understanding the essential processes and phases is crucial for any project manager seeking PMP certification.

At the heart of project management, as outlined in Andy Crowe’s “PMP Exam”, are five key process groups that provide a framework for managing projects. These groups are Initiating, Planning, Executing, Monitoring and Controlling, and Closing. Each group encompasses various processes that drive project completion and success.

****1. Initiating:****

This is the foundational phase of project management where the goal is to define and authorize the project. Key processes include the development of the project charter, which formally kicks off the project and outlines objectives, stakeholders, and project scopes. During this phase, project managers also identify stakeholders and assess their needs and expectations. Adequate stakeholder engagement is vital for ensuring support and resources throughout the project lifecycle.

****2. Planning:****



The planning phase is critical as it establishes a roadmap for project execution. Here, project managers develop comprehensive plans that include scope management, schedule development, cost estimation, quality management, resource planning, communication strategies, risk management, and procurement planning. This phase leverages tools such as Gantt charts, work breakdown structures (WBS), and critical path analyses to visualize workflows and timelines. A well-crafted project management plan serves as a guiding document throughout the project lifecycle and helps in tracking progress and managing changes effectively.

****3. Executing:****

Once a solid plan is in place, the project transitions into the executing phase, where the actual work of the project is carried out. This includes coordinating people and resources, as well as ensuring that the project team is motivated and on track. Frequent communication is essential in this phase to guarantee that team members are aligned with project goals. Performance is monitored against the project management plan, and adjustments are made as necessary to address any challenges that arise.

****4. Monitoring and Controlling:****

This phase runs concurrently with executing and focuses on tracking, reviewing, and regulating the progress and performance of the project. Key activities include measuring project performance, identifying any variances



from the plan, and implementing corrective actions as needed. Tools such as earned value management (EVM) are often employed to assess project health in terms of cost and schedule performance. Proper monitoring helps ensure that the project adheres to scope and timelines, minimizing the risks of project failure.

****5. Closing:****

The final phase of project management involves wrapping up all project activities and formally concluding the project. This includes obtaining acceptance of the project deliverables, ensuring that all activities are completed, and documenting lessons learned. A project closure report is often generated, which provides valuable insights for future projects. Furthermore, the administrative closure of contracts and financial reconciliations are carried out to ensure that all project aspects are settled.

In summary, understanding these essential project management processes and phases is critical for PMP exam candidates. Each phase provides crucial insights and methodologies that are required to navigate the complex landscape of project management effectively. Familiarity with these processes not only prepares candidates for the exam but also equips them with practical tools to enhance their professional capabilities in real-world projects.



4. Exam Preparation Strategies and Study Tips

Preparing for the PMP Exam requires a strategic approach to efficiently cover the extensive material and concepts required. Here are some effective strategies and study tips that will help ensure success:

1. **Practice with Sample Questions:** Familiarizing yourself with the types of questions asked on the PMP Exam is crucial. Utilize sample questions, mock exams, and past papers to enhance your understanding of the exam format. This practice not only tests your knowledge but also helps build your confidence in answering questions under timed conditions.
2. **Create a Study Schedule:** Developing a structured study plan is essential. Allocate specific times for studying and stick to that schedule. Make sure to break down the content into manageable sections, focusing on one area at a time. Incorporating regular review sessions will reinforce learning and help identify areas that need more attention.
3. **Use the PMBOK® Guide:** The PMBOK® Guide is a critical resource for PMP exam preparation. Ensure you read it thoroughly, understanding the key processes, knowledge areas, and project management terminology. Make notes as you go along, and refer back to them frequently.
4. **Join a Study Group:** Collaborating with others preparing for the PMP



Exam can provide additional insights and support. Join a study group where you can discuss concepts, share resources, and solve problems together. Engaging with peers can enhance your understanding and keep you motivated.

5. **Take Online Courses or Workshops:** If self-study is challenging, consider enrolling in an online course or workshop. Many candidates find structured learning environments help them grasp complex concepts more effectively. Additionally, these programs often include access to useful study materials.

6. **Understand the Exam Domains:** The PMP Exam is divided into several domains: People, Process, and Business Environment. Familiarizing yourself with these domains ensures you cover all necessary topics. Devote sufficient time to understand the interplay between these areas and how they contribute to project management.

7. **Leverage Flashcards:** Using flashcards for key terms and concepts is an efficient memorization technique. Create or purchase pre-made flashcards that you can review regularly. This method is particularly effective for memorizing definitions and project management terms, providing quick and easy revision opportunities.



8. **Focus on Real-World Applications:** Understanding how to apply project management principles in real-world scenarios is critical. Use case studies or personal experiences to connect theoretical knowledge with practical applications. This not only helps with retention but also prepares you for situational questions that may appear on the exam.

9. **Stay Updated on Exam Changes:** PMI occasionally updates the exam structure and content. Check for any changes related to the PMP Exam to ensure your study materials are current and relevant. Staying informed will prevent any surprises on test day.

10. **Healthy Study Habits:** Finally, maintain a healthy study routine. Ensure you balance study time with breaks to avoid burnout. Stay hydrated, eat nutritious meals, and get adequate rest. Physical and mental well-being are key to effective studying.

By employing these exam preparation strategies and study tips, candidates can enhance their chances of passing the PMP Exam on the first attempt. Each approach helps build a solid foundation of knowledge and skills essential for project management success.

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5. Taking the Exam: What to Expect on Test Day

When the day arrives for your PMP exam, it's essential to be well-prepared not only academically but also mentally and logistically. Understanding what to expect can significantly ease any pre-exam nerves and ensure a smoother experience.

Firstly, it's crucial to arrive at the exam center well in advance. Most testing centers recommend arriving at least 30 minutes early to allow enough time for check-in procedures and to get settled. When you arrive, you will need to present a valid form of identification, typically a government-issued photo ID that contains your signature. This is a critical step, as failure to provide proper identification may prevent you from taking the exam.

After check-in, you will be guided to a waiting area where you can relax and mentally prepare before the exam starts. It's advisable to take this time to breathe deeply, visualize yourself succeeding, and mentally go through the key concepts you've studied. Remember, a calm mind leads to better performance.

Once it's time for your exam, a proctor will escort you to your testing room. Upon entering, you'll notice that the examination environment is designed to minimize distractions. You will be provided with a computer where the



exam will be conducted. The PMP exam consists of 180 multiple-choice questions, and you will have a total of 230 minutes to complete it. It's crucial to manage your time wisely during this period. Make sure to read each question carefully and consider all answer choices before making a decision.

The exam interface will also include a review feature, allowing you to mark questions you're unsure about and revisit them if time permits. It's wise to answer all questions, as there is no penalty for incorrect answers. If you're uncertain about a question, make an educated guess and move on; you can always come back to it later if time allows.

Moreover, be prepared for a variety of question formats. While the majority of questions will be traditional multiple-choice, you may also encounter situational questions requiring you to apply project management concepts to hypothetical scenarios. This testing format assesses not just your knowledge but also your ability to think critically and apply what you've learned in real-world contexts.

Another important aspect to consider on test day is the technical requirements and environments of the exam. Ensure that you have reviewed any guidelines provided by the testing authority, including information about what personal items are allowed in the testing room. Typically, you're not



allowed to bring personal belongings like bags, notes, or electronic devices into the test area, so be prepared to store these in a designated area before the exam begins.

Finally, maintain a positive mindset throughout the testing process. Take breaks if allowed, use relaxation techniques, and stay focused. Consider that this is the culmination of your preparation and hard work; trust in your studies and know that you've equipped yourself with the necessary skills.

After completion of your exam, you will receive a preliminary result indicating if you passed or failed. This immediate feedback can be both exciting and relieving. Regardless of the outcome, remember that each experience brings learning opportunities that will serve you well in your future project management endeavors.

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6. Post-Exam: Understanding Your Results and Next Steps

After completing the PMP exam, candidates face a pivotal moment: interpreting their results and determining the best course of action. Understanding the scoring mechanism of the PMP exam is crucial for evaluating performance.

The results of the PMP exam are reported as a pass or fail, with a detailed breakdown of proficiency levels across the exam domains. Each domain corresponds to a specific area of project management knowledge, and results can help candidates identify strengths and weaknesses. It is with this feedback that candidates can recognize the areas in which they excelled and the domains that might need further study or practical experience.

For those who pass the exam, the next steps include celebrating this significant achievement and ensuring all necessary paperwork and processes for obtaining certification are completed. This includes fulfilling the Continuing Certification Requirements (CCR) by earning Professional Development Units (PDUs) in line with PMI's guidelines. PMI has a framework that categorizes PDUs into learning and giving back to the profession, helping certified PMPs stay engaged with the project management community and maintain their expertise.



Conversely, candidates who do not pass the exam should not be discouraged. PMI provides detailed feedback on the domains of knowledge where performance was lacking. This feedback is essential as it allows unsuccessful candidates to methodically approach their study and revision efforts. By focusing on the areas where they struggled, candidates can develop a targeted study plan to strengthen their understanding and application of project management principles.

Decision-making after receiving exam results is also crucial. Candidates should consider their preparedness level before retaking the exam. It may be beneficial to seek additional training or mentorship, join study groups, or utilize various resources such as online courses, books, and practice exams. Engaging with the project management community can provide support, motivation, and insights that could be invaluable for success in the future.

In summary, the post-exam phase is a time for reflection and planning, whether the results are favorable or not. Successful candidates will need to keep their knowledge current through ongoing education, while those who did not succeed have a clear path ahead, pivoting their efforts to improve upon their identified weaknesses and make another attempt at the prestigious PMP certification.

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5 Key Quotes of Pmp Exam

1. "Project management is not about doing things right; it's about doing the right things at the right time."
2. "Understanding the PMBOK Guide is like having a map. You may still need to ask for directions, but you have a better chance of reaching your destination."
3. "Risk management is about identifying potential problems before they happen and planning a response, not just reacting to issues as they arise."
4. "Effective communication is the cornerstone of a successful project. Without it, even the most well-planned projects can fail."
5. "Every project is an opportunity to learn and grow, not just for the manager, but for the entire team."





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