



# 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 (BA):** 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.



# Pmp Exam Quick Reference Guide

**Belinda Goodrich**



## **Pmp Exam Quick Reference Guide:**

*PMP Exam Quick Reference Guide* Nicholas Coleman,2020-01-27 An 8 page PMP quick reference booklet to help prepare you for PMP certification or to serve as a reference for current practitioners Our booklet is comprehensive covering the knowledge areas process groups key terms and concepts you will need to understand to pass your upcoming certification exam

**8 Pages Quick Reference Guide - Project Management Professional (PMP) Certification Exam** A. J. Mercier,2018-03 The quick reference guide for the PMP Exam is an 8 pages summary for Project Management Professional PMP Certification Exam Prep authored by Soheli Akhter PMP CCNA ISMS Based on the newest edition of the PMBOK the 6th edition this last chance review guide will help any student studying for the PMP exam gain more knowledge and self assurance before their exam Developed by a well known PMP exam prep trainer and graduate level project management professor this tool is now available to all students wishing to increase their chances for success on the PMP exam This handy easy to carry guide includes hundreds of topics processes glossary items general project management terms test taking tips and graphics to help jog the memory of students preparing for the big exam Exhibiting all 49 processes along with the key inputs tools and outputs this guide also illustrates techniques tables and graphs to emphasize the essential information at a glance Included are over 250 individual PMP prep glossary items grouped within the knowledge area where they are most frequently used Important formulas and values are methodically structured for prompt look up bringing pertinent information together in one resource This reference guide is printed on heavy duty UV coated stock Note that all this useful PMP Exam Prep information is on one 8 5 x 11 roll fold 4 panels brochure opens to 34 x 11 It is aligned with PMBOK Guide Sixth Edition and the PMP Exam Content Outline dated March 2018 and should be used for exams after March 2018 For details please visit <http://pmsuccessinc.com>

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