



# 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 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 (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**

MATRIX	IN	PL	EX	MC	CL
INT	1	1	2	2	1
SCO	1	4	2	2	1
SCH	5	5	1	1	1
COS	3	1	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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