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ACADEMY



PMP EXAM PREP 2022-2023

**7-HOURS FULL GUIDE | PROJECT
MANAGEMENT PROFESSIONAL CERTIFICATION**

**COVERS THE CURRENT PMP EXAM WITH DETAILED
AND PRACTICAL ANSWER EXPLANATIONS**

HERMAN LEE

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Introduction

As hard to believe as it can be, PMP preparation can be simple. However, buying as many studying materials as you can and reading through countless pages and books is not the way to get your PMP certificate while keeping your sanity.

This Book is designed to cover both the theoretical and practical aspects of the exam by breaking down the most complicated project management concepts into simple, easy-to-understand and remember explanations as well as providing you with enough practice material to get you fully ready. The goal is to help you have a comprehensive preparation experience without the usual stress and burnout that comes along the PMP studying process.

PMP is difficult to get, but that doesn't imply you need sophisticated study materials. This book's material is written out in a logical, orderly manner, making it simple to flow from one section to another and from one subject to the next, without struggling to grasp any of the included words and with the ability to practice what you learned along the way.

This guide was written with two things in mind: presenting technically accurate content and making sure it's done in an understandable lucid way. This way you won't have to worry about struggling with the dense content and the complicated academic language of the traditional PMP preparation resources.

Chapter 1. Project Management Processes and the Role of the Project Manager

Project Management Processes

While you may be working on a project, you should know how to go about executing the project. This is where the processes of project management come into the picture. A number of organizations do not follow various processes as far as strategic management is concerned. When they receive a project, the team members just dive into the project and go about completing it without looking at the expectations and requirements of the customer. This not only hampers the customer experience but also involves a lot of repetition of work, and the objectives of the project will not be met. Apart from hampering the project, the budget also gets out of hand.

Project success rates across the United States are on the decline due to various factors. Some of the projects fail because they were late or did not have enough budget while others fail because they did not meet the expectations of the customer. Billions of dollars are wasted on these failed projects, and this is something businesses should understand. Organizations will have to start following the right management processes and have certain standards in place that will help them deal with projects in an efficient manner. These processes will also help the management team be prepared for contingencies.

Project management is nothing but the application of skills, knowledge, techniques, and tools. These are all applied to the project activities, and they help meet the project requirements. One of the things that an organization needs to do is focus on the planning aspect, and they need to ensure that they put the plan into action. While this is being done, the progress and performance have to be measured along the way.

There are various processes that the project manager needs to put into place to make a project successful. Here is actually a look at how each of these processes works.

Phase Management

In this process, you have to make sure you complete the processes for each of the phases before you begin work on the next one. For example, if you are into assembling computers, then you have to ensure that you manufacture each part one at a time rather than working on all the parts together. Completing each phase and making sure the deliverables are approved by the stakeholder is something that this process should take care of. You should not exit a phase until all the deliverables are completed and approved. What this does is it ensures that the project will head in the right direction and the quality standards will also be met.

Planning

Every project has to be planned appropriately; otherwise, the entire project will be destined for failure. A number of project management teams do not plan their projects because they are overconfident in their ability to manage the same. When you head into a project without any direction in mind, then you will not be able to complete a project successfully and not meet that deliverables set by the client. High-level planning has to be completed before you start any project. This planning should involve each of the phases. Ensure that you assign the right people to the right jobs and make sure that the resources and other supporting tools are put in place. The planning phase will also ensure that a budget constraint is put in place and quality standards are also met.

Control

It is very important that you control all things related to the project. This will ensure successful project completion. A project manager also needs to manage the risks, time, and benefits very effectively. He or she also needs to ensure that the cost, scope, and other issues are also under control. This will help the project manager have a very accurate idea of the progress on the project, how long it would actually take to deliver it, and the hindrances that should be taken care of. What this actually does is it ensures that the problems are tackled as and when they are faced and there are no delays in delivering the project.

Team Management

A project manager needs to make sure that he or she manages the project management team, along with the project requirements. The team needs to understand the approach they need to take toward each project. Each project is different from the other, and there are a number of hindrances that may crop up if the team members are not sure of their responsibilities. A project manager needs to make sure that there is sufficient support to the team members and each of them knows what they need to do. A project manager also has to be aware of the fact that not all team members will work exclusively for one project. Some team members could also be working on other projects, and this is when the project manager will be able to make the most of the team member.

Effective Communication

Communication is the key when it comes to informing team members what their responsibilities are and the role that they need to take up in the project. The project manager will even be responsible for communicating the progress to the stakeholders and get a sign-off on each of the phases. A project manager should be very sharp with his or her communication skills in order for the project to be executed successfully.

Procurement

This is the most crucial aspect of project management. Most project managers usually hire third-party agencies that will help with purchasing equipment that is required in order to ensure project completion.

Integration

Maximum projects out there are unable to stand on their own, and they need to be integrated with other functionalities or projects within the organization. A product manager needs to make a decision to merge the project with various other functions and ensure that the project is actually completed successfully.

Role of the Project Manager

As stated above, the project manager needs to take care of the project in terms of planning, initiation, execution, monitoring, and closure of the project. The project manager needs to have certain skills to resolve conflicts and also ensure that the project is completed successfully without any risks. Although there will be certain uncertainties in the project, a good project manager should be able to focus on this without getting hassled and able to provide solutions as and when required. A project manager should be able to make conditions that are needed, and he or she should keep the project in mind before making such decisions.

Every project manager should make sure that they are benefiting the project and the organization. The tasks should be aligned with the goals of the organization and should always head toward success. Here are a few roles of a project manager that he or she should take on without flinching. This is just an overview of the various roles that a project manager should take on.

- planning a project
- defining the scope of the project
- planning the resources for the project
- planning the sequence of activities
- developing schedules for all the project members
- figuring out the time required to complete the project successfully
- figuring out the cost to complete the project
- cost planning
- ensuring that documentation is present for each of the processes
- risk analysis and planning
- managing contingencies
- monitoring the progress and reporting it regularly
- leading the team

- influencing the strategy
- working with third party vendors
- quality control
- project completion and sign-off

Project Constraints

A project manager should be aware of any constraints that may come up in the way of the project. These constraints will bring about a number of hindrances, and it may affect the functionality of the entire team. A project manager has to ensure that he or she manages to handle the constraints effectively and does not allow the project to derail.

Cost

Cost is nothing but the budget that has already been approved for the project. This includes all the actual expenses that are required in order to make sure that the project is delivered successfully and on time. Project managers have the responsibility of making sure that they don't run out of money, and this is the reason they need to find the right balance between overspending and under-budgeting. If a project has been executed poorly by the project manager, organizations will see a last-minute rush to get more funds allocated. Wrong funding is usually a big hindrance when it comes to managing a project effectively.

Scope

This is nothing but the aim of the project. The scope will usually include the project outcome. The project manager will also need to ensure that they list the processes that are required in order to complete the project. Not having a clear scope can prove to be a constraint to the project manager.

Quality

The quality of work to be delivered is something the project manager will need to look at. The project needs to meet the standards that are set by the organization, and this has to be determined by the project manager. If the project manager is

not able to control the tasks that are performed in the project, there will be various problems that the organization will face. Delivering a low-quality project can lead to loss of reputation, and this is something that is not acceptable. The project manager has to actually ensure that the quality is maintained, irrespective of the way the project is executed.

Risk

Risk involves all the external factors that may cause a hindrance in the completion of the project. Risks need to be managed by the project manager. Preparing for risks is something that can be tricky; however, it has to be done as accurately as possible by a project manager. The project manager will also have to ensure that damage control is also taken into account in case the risk gets out of hand and affects the project.

Resources

Resources are the tools that are needed in order to execute the project. The project manager needs to make sure that all resources are in place in order for the project to be executed effortlessly. Resources include the equipment needed and manpower required to do the job, along with the funding for the project.

Time

Time is of the essence when it actually comes to delivering the project. There are a number of factors that can affect time, and this has to be taken into account by the project manager. Time includes the deadline of the project and the schedule that has to be followed daily.

Chapter 2. Project Management Roles and Responsibilities

In order for any project to get completed successfully, the most important factor that one needs to consider is the various roles and responsibilities a project manager needs to handle along with the team. A project is something that is run regularly at organizations, large and small. Whether it is a simple project or one that is more complex, the project managers need to identify the responsibilities that are needed to be taken up by every individual involved. The faster the roles are allocated, the faster the project will commence and be completed on time. It's not easy for a project to get completed without any glitches whatsoever, but these can definitely be reduced with the right team and effective responsibilities and roles that are dedicated to various people.

Apart from the project manager who is solely responsible for handling the complete project, there also has to be an effective team that understands the various responsibilities they help to take up along with the framework of the project. This should always be their focal area that will help with the project turnaround. When it comes to delegating the roles and responsibilities of the project manager and the team, one of the most important things that need to be taken into consideration is the fact that every member of the project should be well aware of the project framework. This includes the schedule of the project, the scope of work, and the expectations in terms of time as well as resources.

The Project Manager

The project manager is wholly and solely responsible for leading the project, and this simply means that without the project manager, an organization cannot get through. In case of a large project, however, this could be delegated to authoritative personalities who will be present in case the project manager is not available. If there is a large team working on the project, then every department will have somebody to head and handle that particular department. The project manager is the last. These heads will identify the

various kinds of activities that are conducted for the project, and all reports will be submitted to the project manager regularly.

The project manager is also held responsible for the kind of work the project is involved with, and it's the dedication of this manager that will help to keep the team on track with regard not only to meeting deadlines but also ensuring the quality of the project. While the project manager receives the end acclaim for a successfully completed project, they also get discredited if the project was not completed the way it was expected to be. In simple words, the fate of a project is in the hand of a project manager, which is why a project manager has to be well equipped with the various project management skills, and that's where the certification course comes into play. The more you learn about the various areas of project management, the less likely you are to fail. It also helps you to make this is a process even during tough situations.

The Team

The people involved with the project are considered to be the project management team. This could be a group of individuals or multiple groups of individuals working under a specific head to come together and create one big project. Some of these team members could be permanent employees of an organization or an in-house team that has been assembled. The others on the team could also be a temporary hire who will be working only on the specific project. In certain situations, a project manager may also decide to hire freelancers who will consult on the project from time to time, depending on when their services are required. Whether the team is an in-house team or a bunch of freelancers working from different geographical locations, it is the project manager's responsibility to ensure that the entire team works together and has a clear idea of what's going on in the team even in the areas that they may not be responsible to work on.

This is where communication plays a vital role. Whenever the project manager and the project team member want to communicate, there should always be an effective, transparent platform for them to do so. This helps to prevent any delays on

the work front, and it also helps people get the kind of result out of the job they are doing. Whether it is a simple task or a more complex job, it is the responsibility of the project manager to actually ensure that every team member is getting their job done correctly and in a timely manner.

Responsibilities of a Project Manager

There are various responsibilities a project manager needs to handle, and this includes planning and effective execution of the plans. The responsibilities of a project manager will differ from one organization to another, and they also change depending on the size and requirement of the project. While some business owners choose to create their own project scope and budget for a project, there are others who let the project manager handle these responsibilities on their own. While it may sound intimidating to handle a project right from scratch, it always makes more sense to do it because a project manager is in control of various decisions, including how much money the project needs, along with the time that would be required to complete it comfortably. When these decisions are made by somebody else who is not part of the project or not actively involved in it, it becomes a more pressurized situation. In any situation, a project manager should be prepared for various scenarios, and they need to handle the project effectively. Let's actually take a quick look at some of the main responsibilities a project manager needs to take on.

Planning

While some project managers believe it doesn't make a lot of sense to invest too much time into planning a project, the fact remains that a lot of time needs to be invested while planning a project. This will ensure that all aspects are covered and the plan will be executed well. The most important areas that have to be covered when planning a project are the time frame needed for project completion, the people involved in the project, and the task every person will be handling. Each project has to be broken down into milestones, which would preferably be a weekly pattern. These milestones need to be achieved week on week so that the project is on track. A smart project manager will try to push to get projects completed a

little earlier just so that they have a little wiggle room in case something goes horribly wrong.

Based on the project scope, the project manager will have to follow the plan and a particular schedule to ensure everything goes well. Various policies and procedures should be taken into consideration, and a project manager needs to include them in the planning phase itself. It is also important to identify the various resources available for the project, and this includes the number of people already available in the team that are ready to work and the people that need to be hired. It also involves the various resources that need to be purchased or invested in, depending on what the project needs. Planning is something that will go on throughout the phase of a project, and it's not only at the start. A smart project manager will continue to plan one step at a time even though there is a complete plan in place. These little plans help to fill in the gaps, and in case there is something that is missing, that additional effort of planning during the process of the project will come in handy.

Organizing

It is the project manager's responsibility to ensure that each project is organized effectively so that it is executed as per plan. The project scope is a basic draft, which is also referred to as the blueprint of the project. In order for a project to be executed in the right manner, these plans should be followed. The implementation of this plan is also a big responsibility when it comes to taking the right steps, and that's where a project manager needs to stay focused. Before the implementation of the plan, it is necessary to ensure that everything is organized and kept in a systematic manner so that nothing goes haywire. No matter how often you begin a new project, it is still going to be as challenging as the first one you take up, and there is going to be a lot of chaos. The more organized your plan is and the more systematically you start a project, the less likely you are to be stressed out.

Organizing not only involves assigning various roles to various team members but also ensures getting them clear on the deadline required to achieve the target and clearing their

doubt and questions before they begin working. It is very important to actually make sure that every team member gets the right kind of information so that they do not waste time doing something that is irrelevant. They need to focus on the right steps. This is also the time every project manager needs to focus on providing the team members with the required resources that can help them start their assigned tasks.

Leading

A project manager takes on the role of a project leader, and this is one of the responsibilities that they need to take up as soon as the project is assigned to them. As a leader, a project manager is responsible for guiding all the team members in the right direction and making sure that nobody goes astray in the process. The best way to do this is to regularly monitor the kind of work the team members are putting out and also ensure that it meets the guidelines. Constant follow-ups and regular meetings with team members or the designated head for every group assigned to the task have to be done so that nothing ever falls off track. There are also some decisions that a project manager may need to take in order for the project to function smoothly. The more prepared a project manager is to take these decisions, the less likely the project will be affected in any way.

Sometimes things do not actually go as planned, and a project has to be scrapped or terminated. In this actual situation, the project manager needs to take on the responsibility to let the large team of people working on the project know the bad news. Apart from looking at the various technical aspects of a project, the project manager should also ensure they have people skills so they can connect with all the team members and pay attention to the small details in the project. These details may not be relevant at that time, but it will eventually grow to be something big if not tackled.

Monitoring

In order for the success of any project, the manager needs to stay constantly on their toes and try to focus as much on every team member to see that they are working well and in the time frame. There are various ways to monitor whether or not your

team members are working correctly, and they are broken down into three steps.

Measuring

Measure the kind of work that the team members are getting done and ensure that it is being done at the right time. If this is not actually working out, then the project leader should take a call to become a little vigilant with the team members to ensure that they deliver in a timely manner and to prevent delays.

Evaluate

Apart from the fact that every job has to be completed in a timely manner, it also has to be completed effectively, and if the team members are not managing to do the job in the right way, then identifying those mistakes is something that is crucial to ensure the success of the project.

Correct

When the project manager has been able to identify the root cause of problem or deviations in a project, it is then their possibility to adjust these problems and correct them so that the project falls back in place.

Monitoring is also important because that's when the team members know for a fact that whatever they do, they will be we looked at. This will ensure that they put in a little extra effort to ensure that there are no mistakes from their end. Project managers usually place their trust in each of their team members and believe that they can deliver the best results. This is not something that helps to get successful results. While one person may learn how to ignore your mistake or turn a blind eye toward it, it's less likely that two people will do it. This is why everything that the team members do should be cross-checked or double-checked by the project manager.

Communicating

One of the most important factors that actually determine the success of a project is regular and effective communication. Almost 95 percent of the time that the team spends on a project will involve communicating, and when there is a

strong platform to communicate, it takes off a lot of pressure on the team member and ensures that they are able to get the job done smoothly. As a project manager, it is actually your responsibility to ensure that there is proper communication between anyone involved in the project, and this doesn't just involve the team members but also third parties who are working and the stakeholders who may have certain information or details they would like to share. Whether they are the sponsors, the clients, the vendors, or the stakeholders, all of them should have an equal say in the project because they will help to come up with something that will solve the problems of everyone, and the chances of the project becoming successful increases.

While a lot of communication will take place between the team members and the project manager, it is essential to actually stay in touch with other people as well. With regard to the project manager and the team members, it is very important to communicate on a daily basis or actually at least for the number of hours that the person is working in order to provide regular updates for smooth functioning.

Managing Risk

It's very rare to see a project run smoothly, and it's common for risks to occur from time to time. Effective management of this project can help reduce the various negative impacts that a risk would create, and this is the reason risk management is a critical part of project management. When a project manager gets certified, they learn how to effectively deal with risk management, and this plays an actual huge role in increasing the chances of success of a project.

How to Manage Risk

As a project manager, it is actually important to identify the potential reason that the project could feel threatened in advance. The earlier the risks are identified, the easier it is to overcome them and for the project to move on smoothly. This could be in various forms, and it could be a simple act of a team member quitting or an unavailable resource that is vital for the progress of the project. As a manager, it is your responsibility to learn how to overcome a risk, whether small

or large, and deal with it tactfully. One of the ways to actually deal with risks is to learn how to communicate with the team members and the various people involved. This is because most of the complications that are created and a majority of the stress generated can be solved with effective communication. In case there is something you cannot find in your own team, you can look for it elsewhere, and the more effort you put into communicating with the right kind of people, the higher the likelihood that you will solve this problem.

Apart from the project manager, it is vital for the entire project team to work well so that they identify their responsibilities and roles and help in the smooth and systematic functioning of the project task and deliver it well.

Responsibilities of a Project Management Team

The project management team has to be just as responsible as the project manager if the team wants to achieve the same success like the manager. It is essential for a project management team to have a good human resource department because one can then manage to source the right kind of team members to work. The members that are assigned to the task play a huge role in the overall outcome. It is vital for these team members to focus just as much as the team manager.

The members need to identify where their expertise lies and how they can contribute toward the proper and effective project success by completing their tasks the way it should be done. They also should show their initiative by not waiting for instructions from time to time and by identifying the project scope and following instructions that were already provided in order to carry on the next task at hand even though there is still a little time remaining for them to start it. If a team member is unsure about going ahead and doing something new, they should always consult the team head or the project manager and ask them upfront whether or not they should begin doing the next stage of development.

The team working together for the project needs to focus on team spirit. The better they learn to communicate and respect each other, the more chances of the project being successful.

While it is crucial for a project manager to identify their skill set, it is also essential for them to recognize the skill of the team and handling responsibilities according to it.

Chapter 3. Project Management Integration

Project management integration is nothing but the processes that are required for successful coordination of a project. Various objectives have to be defined in order to complete the project as per the expectations of the stakeholder. These are the three major processes when it comes to project management integration:

- the project plan development
- the project plan execution
- controlling change

Each of these processes usually interacts with each other and with the processes that are involved in the execution of the project.

The development of the project plan depends on the other process outputs in the planning phase. This will be helpful in creating a consistent document that will guide the project control and the execution of the project. While the initial draft will not have specific durations and resources, the final plan will have dates set up for each process and resources that will be allocated to each of the processes. This project plan will usually be used to do the following:

- help project execution
- enhance communication between the project manager and the stakeholder
- make sure that you look at the main elements of the project with regard to the extent and timing
- provide guidelines that will help with project control and measurement of progress
- development of the project plan

The project plan will be developed based on a number of factors. This plan will also be based on historical data and records of previous projects. The product manager from those projects can also be consulted in developing a project plan for a similar project. This data is extremely crucial in helping with the actions and discussing alternatives in case of hindrances.

Organizational policies will also have to be considered when executing the project plan. This means that the project plan must include the following attributes:

- managing the quality of the project via process audits and improvement targets
- noting down a guideline for personnel administration
- noting down all aspects of the project concerning financial control, including the expenditure expected, the accounting codes, and the disbursement policies

When creating a project plan, constraints also need to be taken into consideration. These constraints need to be taken care of, and a backup plan has to be in place in order to get over the constraints without too much of a hiccup. The project plan will also consist of assumptions that will be the key in specifying the start and end dates for the project. All the assumptions will usually have some sort of risk. It should not be too far off the mark, and this is where the expertise of the project manager comes into the picture.

Methodology of Project Planning

A methodology is usually a structured approach that will help the team to develop a plan that will be simple yet comprehensive. The methodology will also involve various meetings between the stakeholders and the project manager. This will help them come up with a comprehensive plan to execute the project successfully.

The skill and knowledge of all stakeholders also need to be taken into consideration when developing the final plan. The project manager needs to welcome input from the stakeholders so that the team members can use their experience to their advantage.

The project manager will also have to put in place an information system that will help the entire team communicate seamlessly and transparently. This could be in the form of a CRM or an internal tool that will facilitate communication and help the project manager coordinate between stakeholders and team members.

Project Plan

The project plan has to be an approved document that will define all the parameters used to manage the execution of the project. This project plan will be distributed to everyone that is involved with the project, and this will help everyone get a clear idea of what the timelines are and the date of completion. In case any changes are actually made to the project plan, all stakeholders and team members need to be the first to be informed about it. A project plan should include all the following elements and, in some cases, a few more based on the project requirements:

- description of the approach by the team to complete the project on time
- charter of the project
- statement of scope that will include the objectives of the project and the deliverables
- work structure that will define the level of control that will be exercised
- estimated start and completion dates, as well as responsibilities assigned to each team member
- estimate of cost and budget limits
- definition of performance measurement and the schedule for audits
- milestones along with target dates for each of them
- the key staff that is required for the project
- any risk of constraints that may be predicted by the project manager

- the backup plan for each of the risks that are predicted
- any open issues or discussions that are pending with the stakeholders

The project plan can also include any supporting details or input that are received from the other processes within the organization. It can also include detailed information regarding the project, such as technicalities and any additional third-party resources that are needed.

Chapter 4. Becoming a Project Management Professional (PMP)

Becoming a Certified Project Management Professional will provide you with the following benefits:

Enhances Professional Marketability

Many organizations are now aware of the importance of project management and its role in achieving business objectives. They also see that randomly calling someone a project manager within the organization who manages a project is not enough. Just like information technology, engineering, and other professions, project management has its own particular skills and qualifications.

Becoming certified will improve your marketability as an important business asset because it tells a potential employer that you definitely have the knowledge, skills, and experience to manage important projects, and of course help the company achieve its goals.

Earning a prestigious certificate can help you be highly competitive in the job marketplace. If you are actually a certified project manager and you are competing against a candidate who doesn't hold any certification, there's a high chance that you will be hired.

Hiring managers would often choose candidates who are duly certified over applicants who don't have any certification at all. Certification will demonstrate to your possible employers that you have performed the required work and you have the skills needed to become a highly effective project manager. It is also an indicator that you are committed to your growth as a professional and you value standards.

Raises Client Confidence

Similar to the fact that becoming certified will assure potential employers that you have the background and experience to manage projects, it also brings confidence to your clients that you are a competent and experienced project manager.

Earning your certificate will help your employer sell customers on your capacity to manage important projects. Clients, similar to possible employers, are usually looking for assurance that those they deal with are professional and have the knowledge and skills to perform the duties involved. Project managers who are duly certified will translate their professionalism and ethics to their work. This improves the trust clients will have in you that, in turn, will provide you with the capacity to influence them on pressing project concerns.

Shows Professional Achievement

Becoming a certified project management professional is not easy. It involves an intensive process, which requires documentation of your achievements in managing projects. The certification exam will test your knowledge of project management principles as described in the Project Management Body of Knowledge (PMBOK).

Not everyone can take the exam as you need several years of project management experience before you can even sit to take the test. On top of professional experience, you also need to undergo 35 hours of formal project management education.

Getting a certificate will assure your employers and clients that you have an advanced understanding of project management principles and processes. This demonstrates that you have actual experience and mastery of project management as a professional discipline.

Offers Opportunity for Professional Growth

Earning your PMP certification shows that you value professional growth, and demonstrates that you are not afraid to go the extra mile to really achieve what you want.

For potential employers, a certificate is an indicator that you are a can-do professional who is driven by success. They will have the assumption that you are likely to show the same characteristics on the job, which is important for employers.

Certified PMPs are often seen as success-driven, high-energy professionals, which are usually offered with highly rewarding

opportunities.

Chapter 5. Agile Frameworks

As a term, agile refers to a particular mindset that is based on a well-defined set of values and principles. The agile mindset implies the way of thinking and acting according to these values and principles. In 2001, a group of experts in the software development industry, named “The Agile Alliance”, created and published the agile manifesto. This manifesto consists of an official document that presents agile software development’s 4 values and 12 principles, with the purpose of guiding teams through the successful implementation of Agile project management.

The 4 core agile values are:

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

From these values, 12 agile principles were derived:

1. Satisfying customers through early & continuous delivery,
2. Welcoming actually changing requirements even late in the project,
3. Delivering value frequently,
4. Breaking the silos of your project,
5. Building projects around motivated individuals,
6. Working software is the actual primary measure of progress,
7. Maintaining a sustainable working pace,
8. Continuous excellence enhances agility,
9. Simplicity is essential,
- 10.

Self-organizing teams generate most value, and

11.

Regularly reflecting and adjusting your way of work to boost effectiveness.

Therefore, all Agile project management frameworks were built around these basic concepts. A project management framework is actually a set of practices, standards, processes, tools, and techniques used to actually carry out a project from initiation to closure.

While there are numerous frameworks that can be used to implement agile principles, each has its unique application requirements that should be fully understood in order to successfully adopt Agile. That being said, here is an overview of the most common Agile frameworks.

Starting with a flow-based Agile framework, Kanban is a lean method that uses a board as a visualization tool to showcase workflow progress, enabling easier identification of blocks, overcommitments, and improvement opportunities.

Scrum, which is agile's most common framework, is used to facilitate the development and creation of complex products, by adhering to specific roles, events, and artifacts. Scrum is actually based on three pillars: transparency, inspection, and adaptation, and five core values: commitment, focus, openness, respect, and courage.

When more than one Scrum team gets involved in developing the same product, we're referring to the Scrum of Scrums rather than the typical Scrum. Under this framework, each team shares their work updates, progress, and impediments, and all of their work gets integrated in order to deliver the final product.

Other than Kanban and Scrum, Agile frameworks also include Crystal Family of Methodologies, Large Scale Scrum (LeSS), Scaled Agile Framework (SAFe), and eXtreme Programming (XP) among others.

The crystal family of methodologies is a set of agile software development approaches including crystal clear, crystal yellow, crystal orange, crystal red, etc. A darker color indicates a more complex approach. Therefore, choosing the right Crystal method depends on the number of people involved in the project and the criticality level of the project at hand. A team of 5 members, for instance, can opt for the crystal clear approach, while a team of 15 members might find it more suitable to use crystal yellow.

Crystal methodologies promote teamwork, continuous improvement, communication, early frequent delivery, stakeholders' high involvement, bureaucracy and distractions elimination, and overall simplicity.

The Large Scale Scrum (LeSS) framework, on the other hand, is similar to the Scrum of

For building enterprise-class software, the Scaled Agile Framework (SAFe) is often used as a system for integrating Agile, Lean, and DevOps practices at scale. This framework applies Agile principles, Lean processes, and product development flow practices, mainly targeting employee engagement improvement, software quality, and team productivity.

Another agile framework that puts more emphasis on high responsiveness to changing requirements is Extreme Programming (XP). This framework is an agile software development method that aims to deliver high-quality software through frequent releases of one to two weeks. As a matter of fact, Extreme Programming teams are more open to change during iterations than Scrum teams.

If you're considering an agile framework for your project but none of these detailed frameworks seems to be fit for your needs, you can always opt for a blended agile framework. Blended agile consists of implementing a hybrid framework that combines different practices and elements of two or more Agile frameworks. This can actually be a good starting point to switch from one Agile approach to another.

A blended agile framework can incorporate Scrum practices with the Kanban method, which is known as the Scrumban framework. Scrumban provides teams with more flexibility, making it a great solution for teams considering a transition from Scrum to Kanban or vice versa.

Chapter 6. SWOT Analysis for PMP Certification

Just as is the case with any business, war, or challenge, you must first of all understand the weaknesses and strengths that lie within so that it gets easier for you to conquer your quest. In most cases, the major hindrance of achieving success lies within yourself, and the faster you deal with this, the better for you. To be able to move on, you should conduct a SWOT analysis

A SWOT analysis simply analyzes the Strengths, Weaknesses, Opportunities available and Threats to the realization of the core objective. Advanced by Albert Humphrey between the 60s and the 70s with data from Fortune 500 companies, this method has become a very important part of the world of business, as we know it today.

Why is it vital for you to do a SWOT analysis? As you prepare for your PMP certification, this analysis will help you become aware of your strong points so that you can capitalize on them, your weaknesses so that you can find ways of dealing with them, opportunities that you can take advantage of, and threats that you should be wary of and ready to particularly tackle in the event that you are caught unaware.

Here's how a SWOT analysis will actually help you achieve PMP certification:

- Based on your experience in the field, you will be able to make use of your experience as a strong point and use it as a relevant case study upon which to build your knowledge for the exam
- By understanding your weaknesses, you should be able to realize what you need to work much more on, and make attempts at ensuring that you achieve this.
- Taking advantage of opportunities is a very important aspect of all business related fields. In this case therefore, you should also be able to realize where these lie, and take advantage of them.

Whether it is your highly experienced tutor or your study partner, you should make good use of resources that have been laid ahead of you.

- There are threats that you should run away from, while there are some that you should embrace and find ways of turning them into opportunities. As a matter of fact, overcoming a threat in many ways turns them into opportunities or strengths. Therefore if you have so many threats, you can only imagine how stronger you will become when you overcome them.
- A SWOT analysis defines a desired end result first before embarking on anything else. This therefore forms a building block for Strategic Planning, a subject of a lot of research today.
- **Strengths:** particular characteristics of the business or team that give it a competitive advantage over others in the industry.
- **Weaknesses:** are characteristics that actually place the firm at a competitive disadvantage relative to others within the industry
- **Opportunities:** external chances to actually make greater sales or profits in the business environment.
- **Threats:** external elements in the particular environment that could actually cause trouble for the business, most of which are beyond its control

The importance of the so-called SWOT analysis is that it is through the same that you will come up with sufficient steps to plan for the achievement of your goals. From the SWOT analysis, you will ascertain whether your objectives are realistic and achievable, if not you have to come up with another one and repeat the process until you are satisfied.

One of the major highlights of SWOT analysis is that it is the most common way of coming up with development areas, hence its importance.

Use of SWOT analysis

Though a lot of people are of the misconception that a SWOT analysis would only work in profit making organizations, this is never really the case. It is a vital step in any form of decision-making, especially where the realization of the desired objective involves some commitment of funds. From crisis management to coming up with recommendations in a survey, profit and nonprofit taking institutions, government units and individuals all find good use of SWOT analysis.

For most businesses, this analysis is the best way of realizing market gaps, creating niches and successfully managing them. Applying the same knowledge in your life off the office, a SWOT analysis would come in handy for your career since it gives you the tools you require to take advantage of your abilities, specific talents and opportunities, and even threats too.

It also allows you the conceptual freedom to maximize on your strong points while taking advantage of all the opportunities that actually lay ahead of you. Apart from that, you also get to learn of threats and how to minimize them, or minimize their impact on your life (career)

So how do you make use of SWOT analysis to achieve PMP Certification?

Personal SWOT Analysis

Personal success can be achieved only when you make good use of your talents, and understand your weaknesses too, and manage them adequately.

Through SWOT analysis, it is therefore possible for you to find out ways of identifying, analyzing and coming up with ways of dealing with your strengths, weaknesses, opportunities and threats.

The main advantage that you stand to gain when you run a SWOT analysis is that to realize that major gains can be achieved by recognizing the small things in your environment. By simply understanding your weaknesses, it is possible for

you to eliminate threats around you, and even turn some of them into strengths.

It is also a way of making yourself stand out from the crowd, by eliminating those peers that bring you down, and anything else that stands between you and success.

How to Use the Tool

Below worksheet can aptly assist you in coming up with an effective SWOT Analysis:

Strengths

- What kind of advantages (anything from skills to certification or even professional connections) do you possess relative to other people?
- What project management level do you excel in best?
- Do you have any personal resources, things like prior PMPs, project management experience, or even project lead
- What does your boss and other people consider your strongest point in project management?
- What is the highlight of your Project Management career, and can you relate to it as the proudest moment?
- What values do you stand by that others fail to exhibit which you can relate with PMI's professional responsibilities?
- Do you have influential persons in your network?
- How prepared are you for the exam? Do you have all the materials, question banks, cheat sheets and prerequisite necessary?

When doing this, consider your perspective, and that of those who matter around you. As a matter of fact, do not withhold any information. However, if you are not able to do this with

ease you could consider listing characteristics that stand out as your personal strengths. That may also be helpful.

Weaknesses

- What PM tasks do you avoid because you do not feel you are up to task?
- As a project manager, what do those around you see as your weak point?
- Do you have any negative work habits, maybe lateness, inability to deal with stress, anger management issues?
- In as far as your skill level and education are concerned, where do you fall short?
- Any personal traits that hinder your development as a project manager? You could be afraid of public speaking or something else
- How much time can you set aside for studying after work or during the weekends?
- Can you set aside 35 contact hours as recommended by PMI for the PMP exam?
- How much study material do you have?
- Is your PMP question bank sufficient?
- In prime areas, do your fellow workers outshine you?

When filling out this part too, be sure to consider your ideas and those of other persons too. This is because there is other weaknesses that people might see which you do not. The importance of this is that it allows you to be able to anticipate your weaknesses as early as possible.

Opportunities

- Is there any new project management strategy that you can make good use of? Apart from that, can you learn from someone off the Internet?

- If you are in a growing industry, how can the certification benefit you in relation to your industry?
- How strategically oriented is your network of connections, and can they advise you as necessary for the exam?
- Can you realize and take advantage of trends in your company?
- Can you realize and take advantage of the mistakes that a member of your competitor network is making?
- What needs are there in your company that need to be met but no one is doing that?

Have your clients ever complained about projects being mishandled in your organization? If this is actually the case, can you offer them a solution after you get PMP certified?

There are actually so many ways through which you can get opportunities and take advantage of them too. These include:

- Attending conferences, educational classes and networking events
- In the event that a colleague of yours is going on leave, can you take some of their projects and make a name for yourself?
- Take an active role in a project that will require you to learn new skills

One other thing that you can do is to consider your personal strengths, and consider whether they can assist you in passing the PMP exam. On the same note, an evaluation of your weaknesses is also very important since through the same you can work around your weaknesses to turn them into worthy opportunities.

Threats

- Are there any impediments to your current working situation?

- Is there competition for roles and projects from your colleagues?
- Consider your job and the demand for the work that you do, are there any changes?
- Is your position under threat from improvement in technology?
- Are some of your weaknesses potential threats?

When you have conducted this survey of yourself, you will be in a good position to understand what is actually required of you, and how you can go about it too.

A Personal SWOT Example

If you have gone through this and are still not sure of how to go about the whole SWOT assessment, here is an excerpt from Jane, a project assistant to guide you through.

Strengths

- I have the ability to impress clients and the company at large more than my project manager, due to my intelligence.
- People within my team and customers always appreciate my knack for communication
- When I need a particular answer, I tactfully ask the right questions
- Nothing pleases me more than the successful completion of projects under my watch, hence my commitment to the same
- In my network there are a number of PMPs whose insight can be of great help as I head for the exam

Weaknesses

- The quality of my work at times takes a beating due to the fact that I always want to complete everything so fast and clear my “to do” list

- When I am actually faced with a lot of tasks, my desire to complete them all in good time weighs me down in the amount of resultant stress
- I have big problem with making presentations and sharing ideas to clients. This is because of my fear of public speaking
- I have fallen short of the 35 contact hours

Opportunities

- One of our major competitors does not know how to meet the needs of smaller clients
- There is a huge project management conference next month, and I look forward to the strategic networking, not forgetting the seminars that will follow
- Our project manager will be going away on academic leave for a while. I see this as a great opportunity for me to step into her shoes and push for my ideas to shine

Threats

- I am competing for the same project manager position with Nick, a colleague who is much better at public speaking than I am
- My creativity has been negatively affected by the fact that there have been staff shortages, and I feel overworked.
- Our company is bowing to the brunt of the economic crisis, and slow growth might force us to lay off more workers

After realizing all this, Jane takes the initiative and speaks to Nick about the project manager's academic leave, and brings up the idea that they could share the responsibilities and work together exploiting both their strengths. Nick is open-minded and accepts her proposal. As a matter of fact, he actually

mentions how impressed he is with her creativity and intelligence, which he has always considered a threat to his presentation ability.

The two of them actually do come up with a strategy to meet the needs of the smaller clients, and make them feel a lot better than their competitor does, hence taking advantage of their competitor's weaknesses.

Therefore it is possible for you to use SWOT analysis to your favor and get through the PMP exam.

Chapter 7. How to Crack PMP Exam in 2 ½ Hours

In each and every exam that you might have to encounter in your life, there are a number of tricks that will always get you through. There are those people who will prefer to study hard and smart, while there are also those who will come up with some other methods of making it through the exams. However, one thing that never fails is time management. You may have studied all the books in the world and have all the knowledge possible to pass the exam, but of what use would this be to you if you spend an hour answering a question, yet you have 199 more to go? Therefore time management is actually the key to success in any exam, and especially PMP exam.

Here's how to crack this one!

1. Know the Exam:

It is important that you are well conversant with all the requirements of the exam, especially the rules and regulations. Start with the PMP certification handbook, and then you can find out more from other sources, but be sure not to get confused.

2. Lessons Learned:

Read as many lessons learned message posts at Yahoo, Google group and forums by the PMP's who attempted the exam. Experience is mother of all wisdom. Leverage on the experience of others.

3. Set of Questions:

As you answer the questions, you will actually realize that some of them do require more or less the same information. These might not be arranged in order, so the best way to go about it would be to mark them and refer to them later on since answering one might as well open up a chance for you to answer the others.

4. Understand the Type of Question Asked:

Once you know the type of question asked, it is very easy and quick to answer the question thus saving lots of time. The biggest single reason people miss questions is that they go too fast and don't read the question carefully and actually understand what's being asked. Some of the questions are simple definitions of PM terms. About 40 percent of the questions relate to situations (given a set of facts, what would you do?). There are also some questions where you apply your knowledge of commonly used PM formulas. So it is a good idea to understand the type of question asked so you can promptly answer it and move to the next question.

5. Save Time by Not Revisiting the Answers You Have Answered Confidently:

Do not actually waste time going over questions that you are sure you have answered correctly and confidently. As a matter of fact, never attempt to change your answers, unless of course you are sure that they are wrong.

6. Eat Light Food on the Exam Day:

Before you go for a test always make sure that you are in sound health and state of mind. This includes eating lightly so that you do not have health related problems that might take your concentration off the test. Never take heavy meals because these have the effect of making you slower and can even induce sleep.

7. Cheat Sheet Dumping:

You will definitely be given some scrap paper with which you are supposed to make relevant use of. Using this paper, transfer all formula and knowledge items that you have in mind and think you might require in the paper before you start the exam. This way you can always refer and also save time during the exam.

8. Monitor the Clock so That You Can Actually Better Pace Yourself:

Never lose track of time when you are in the exam. For this reason you should remember to monitor the clock at all times, and also ensure that you do not waste time with hard questions. In the event that a question seems to be difficult, the best thing to do would be to mark it and return to it later on.

9. Come Up with the Actual Answers in Your Head:

If you really want to pass, think up an answer in your head before you look up the choices provided. This way you can avoid being derailed by a wrong answer in the test.

10.

Maintain Focus and Concentration:

Try not to think outside the exam room. You should make sure you pay attention to everything that you are working on in the exam and not anything else that might have happened during the day or something that will happen later on.

11.

You will Probably Have to Actually Answer a Few Technical Questions:

In the event that you do not know how to go about such a question, do not actually waste a lot of time thinking about it, because chances are high you will not make any headway any way. In such a scenario always try and think of relevant clues that can assist you. As a matter of fact you should be fast on realizing that the particular term does not ring an immediate bell and even mark it for later reference.

Chapter 8. PMP Exam Questions and Answers

Questions

1. An actual market demand, a business need, and a legal requirement are examples of:
 - A. Reasons to hire a project manager
 - B. Reasons projects are initiated
 - C. Reasons people or businesses become stakeholders
 - D. Reasons to sponsor a project
2. Which of the following is actually included in a project charter?
 - A. A risk management strategy
 - B. Work package estimates
 - C. Detailed resource estimates
 - D. The business case for the project
3. The product of the project has been completed and delivered to the customer by the team. They are informed by the customer that several of the deliverables are not acceptable, as they do not meet the requirements specified early in the project. The project manager and team review the requirements documentation, and are in agreement that the product deliverables meet the customer's requirements as they understand them. The project manager, who is new to the organization, seeks the advice of the project management office in determining what went wrong. After some discussion, the PMO realizes that the Validate Scope process was not performed appropriately by the project manager. Which of the following is actually a key output of the Validate Scope process?

- A. A more complete scope management plan
- B. Customer acceptance of project deliverables
- C. Requirements analysis.
- D. Confirmation of the project scope statement.

4. A project manager may use ____ to actually make sure the team members clearly know what is specifically included in each of their work packages.

- A. The product scope
- B. The project scope statement
- C. The schedule
- D. The WBS dictionary

5. The development phase of a new software product is near completion. A number of quality issues have increased the cost of building the product, but the project manager and team feel these costs will be inconsequential once the project gets to market. The next phases are testing and implementation. The project is actually two weeks ahead of schedule. Which of the following processes in the choices should the project manager be most actually concerned with before moving into the next phase?

- A. Validate Scope
- B. Control Quality
- C. Manage Communications
- D. Control Costs

6. Validate Scope is closely related to:

- A. Control Quality
- B. Sequence Activities
- C. Manage Quality

D. Schedule Management

7. A heuristic is actually best described as a;
- A. Control tool
 - B. Generally accepted rule
 - C. Planning tool
 - D. Scheduling method
8. You are the project manager of a business process improvement project whose customer has rejected the final deliverable. The team has identified a fix to the deliverable and is now working on it. The plan is to resubmit the deliverable to the customer for acceptance. Which of the following process will you start when the customer accepts the deliverable on resubmission?
- A. Validate scope
 - B. Close Project or Phase
 - C. Control Communications
 - D. Monitor and Control Project Work
9. In which process do you analyze and document the stakeholder's influence and potential impact on the project's success?
- A. Identify Stakeholders process
 - B. Manage Stakeholders Engagement process
 - C. Monitor Stakeholders Engagement process
 - D. Analyze Stakeholders process
- 10.

An office renovation project is well underway where the colocated sponsor frequently visits the work area. When 75% of the work finished, the sponsor gets an

idea and asks for an additional outlet in all work areas. This is an example of _____.

- A. Micro-management
- B. Schedule delay
- C. Scope creep
- D. Cost overrun

11.

A project resource is sick and expects to recover in three weeks. Luckily, the deliverable this resource has to work on starts after three weeks. What is the BEST option for the project manager?

- A. Immediately ask for a replacement resource
- B. Call the resource and let him know the importance of getting back on time
- C. Add a three-week contingency to the project schedule to cover up for the absence
- D. Take no action. Just keep in touch with the resource

12.

A project manager working for a government department is in the source selection process. He advertised in the widely circulated newspaper at a much higher cost instead of inviting the six sellers of good reputation who have previously worked for his department. What can be the reason?

- A. The project manager is unaware of a cheaper advertising solution through the internet
- B. Government regulation requires a public invitation to sellers for certain types of contracts
- C. Get the best seller available in the market
- D. Delay the process of awarding the contract to a seller

13.

Which time constraints have the biggest impact on the schedule building in the Develop Schedule process?

- A. Scope and cost
- B. Explicit and implicit
- C. Forced milestones and external deadlines
- D. Lead time and lag time

14.

What do you call the difficulties that can hinder the project team's ability to achieve project goals?

- A. Risks
- B. Issues
- C. Assumptions
- D. Constraints

15.

As the project manager, you are currently going through the risk identification exercise. What does the Identify Risks process identify?

- A. It identifies what may happen on the project
- B. It identifies what will happen on the project
- C. It identifies what has happened in previous projects and still can happen
- D. It identifies risks that are threats to the project

16.

All of the following can help with reducing technical debt except _____.

- A. Refactoring
- B. Definition of Done

- C. Pervasive testing
- D. Sprint retrospective

17.

An organization uses a desktop scheduling software for project scheduling. What will you call this software?

- A. Enterprise environmental factor
- B. Integrated change control system
- C. Project management office
- D. Organizational process asset

18.

A project manager on a large scale laptop deployment project is doing reserve analysis. What is she comparing?

- A. Spent contingency reserve and remaining contingency reserve
- B. Remaining contingency reserve and remaining risks value
- C. Spent contingency reserve spent and spent management reserve
- D. Spent contingency reserve on risks and spent contingency reserve on other items

19.

Which of the following is CORRECT about the product scope?

- A. Product scope is a combination of project scopes of components
- B. Product scope and project scope are the same concepts. It is called the project scope by the project team and product scope by the customer.

- C. Sometimes product scope is considered a subset of the project scope
- D. Product scope is the work needed to deliver the product on time, within budget, and within the scope

20.

When thinking of communications planning for a global project with resources in different continents, which is an example that BEST represents an assumption?

- A. Team members are acquired in various geographical locations
- B. The entire team is fluent in the English language
- C. All resources are technically competent
- D. Costs in all countries are within budget

21.

A project manager joined a new organization and took over a project because the previous project manager resigned. On taking over, she reviewed all the project documentation and uncovered several facts. The consolidated meeting minutes revealed that the project had very few meetings to provide the project's progress update to stakeholders. The issue log showed several open stakeholder issues that had no status update. She could see that the stakeholders were dissatisfied and disengaged. What can she do to make things right?

- A. Send an email to all stakeholders asking them to update the issue log as soon as possible
- B. Invite all stakeholders to a meeting and explain what is missing
- C. Review and update the stakeholder engagement assessment matrix

D. Perform a quality audit of the project to determine the reasons for slackness

22.

As a project manager, you can use a template to create _____.

- A. Risk management policy
- B. Resource training procedure
- C. Project Scope statement
- D. Requirements gathering

23.

How is success measured in the case of portfolio management?

- A. Deliver on time, within budget, and with quality
- B. Aggregate investment performance
- C. Deliver intended business benefits with efficiency
- D. Continue efficiently with optimal resource usage

24.

A large enterprise software development project requires the production of requirements documentation for each of the 18 departments. The project team created a checklist to manage the quality of these documents. This checklist is completed for each created document before approving and sending the document to the design team. The design team has identified issues with all four documents created until now. Which of the following is an appropriate action to take?

- A. Review the quality plan, the completed checklist, and the issues identified by the design team

- B. Share the completed checklists with the design team to confirm the project's quality standards were met
- C. Inform the design team that documents are already approved, so it is too late for an objection
- D. Reproduce the requirements documents so that the issues may not get repeated

25.

You are managing an agile project using a seller. The seller has delivered significant value by completing about half of the scope. The buyer sees little value from the delivery of the remaining scope, so the buyer decides to cancel the project early. Which of the following is actually the best choice?

- A. Inform management that seller had to be paid damages for early termination
- B. Negotiate contract termination with the seller
- C. Ask the seller to stop the work and release all resources
- D. Pay early cancellation fee as per contract

26.

What is TRUE about the project kick-off meeting in large projects?

- A. The project manager plans most of the project, and a kick-off meeting takes place before initiating
- B. The project management team plans most of the project, and a kick-off meeting takes place at the start of executing
- C. The project team plans the project, and a kick-off meeting takes place at the start of planning
- D. The project manager plans most of the project, and a kick-off meeting takes place whenever stakeholders are available

27.

A project manager is always responsible for _____.

- A. Prioritizing projects based on business need
- B. Leading the project team to achieve the project's objectives
- C. Meeting the project's profit margin
- D. Writing performance reports for project resources

28.

As the project manager, you have provided a unique and verifiable product to your customer. This product was worked on and prepared by your project team and accepted by the customer earlier. Now you are looking forward to starting the next phase of your project. What is this unique and verifiable product called?

- A. A plan
- B. A project
- C. A template
- D. A deliverable

29.

Which document contains the information describing how to obtain the formal verification and acceptance of the project deliverables?

- A. Scope verification document
- B. Statement of work
- C. Scope management plan
- D. Communications management plan

30.

As the project manager, you are going through the Conduct Procurements process of a project. The solicited prospective sellers' proposals have a significant price difference. What should you do?

- A. Award the contract to the best supplier
- B. Cancel the bid and re-advertise to solicit more bids
- C. Verify if the statement of work and terms of the contract are clearly defined and unambiguous
- D. Award the contract to the lowest bidder to get the best value for the money

31.

Typically which of the following provides the summary milestone schedule?

- A. Business case
- B. Project charter
- C. Project requirements document
- D. Project scope statement

32.

The project team submitted a change request to fix a problem. The change will bring the future performance of the project in line with the project management plan. Such a change request is called _____.

- A. Corrective action
- B. Submitted change request
- C. Supportive action
- D. Preventive action

33.

What decomposes into user stories?

- A. Features
- B. Epics
- C. Sprint
- D. Product roadmap

34.

Which process identifies the ways to eliminate causes of unsatisfactory performance?

- A. Plan Quality Management
- B. Control Quality
- C. Perform Quality Performance
- D. Project Quality Management

35.

A project manager uses all of the following technical project management skills to coordinate work towards accomplishing a goal EXCEPT _____.

- A. Plan thoroughly and prioritize diligently
- B. Tailor techniques and methods for each project
- C. Implement strategy in a way to maximize the value
- D. Make issue log readily available

36.

An organization's development practice requires that all of the code written by one resource be reviewed by another resource and then tested through three iterations. What is the impact of this strategy on sprint planning?

- A. Development, review, and testing will be done in three separate sprints
- B. The development team will decide whether review and 3 iterations of testing should be done

- C. All the development, review and testing will be planned in the same sprint
- D. Only development and one testing is needed in an agile project

37.

You are assigned to a project because the previous project manager left the company. You found the team's morale pretty low and team members a bit reserved. The team finds it difficult to complete deliverables. There were several other small issues too. What can you do to bring the team morale up and resolve other problems?

- A. Rebuild the team by redoing WBS and involving the team in re-planning of the project. It will boost the morale of the project team.
- B. Perform individual and team assessment and activate the reward system
- C. Inform management that the previous project manager had failed to go through team development phases and ask for extra time
- D. Replace key team members and bring new enthusiastic resources

38.

What happens when a project manager involves the project team members in project planning?

- A. It takes too long to plan the project
- B. A more realistic achievable plan is developed
- C. Project team becomes more committed to the project
- D. The result is a clear scope definition with an aggressive schedule to deliver

39.

Agile approaches are well suited for all of the following except _____.

- A. Research and development
- B. Unclear requirements
- C. A high rate of change
- D. A high number of stakeholders

40.

What is the output of a decision tree analysis?

- A. Expected monetary value for each option
- B. Cost of managing the risk that was analyzed
- C. List of decisions that can be made
- D. Recommended corrective actions

41.

There is a process in the Executing process group where the team member's performance is tracked, appropriate feedback is provided, and issues are resolved. This process is called _____.

- A. Develop Team
- B. Manage Team
- C. Manage Stakeholder Engagement
- D. Monitoring and Controlling

42.

Which of the following is an output of the bid solicitation process in a project?

- A. Prospective sellers' proposals
- B. Advertisement
- C. Award of contract to a seller

D. Create a qualified seller list

43.

You are a new project manager assigned to estimate a project's costs. You ask a senior project manager, who has been working in the company for ten years, for his advice. He asks you to increase your cost estimate by 25% since the management always cuts the project budget by 25% before approving the project. What will you do?

- A. Present the actual cost estimate along with a brief explanation of the impact of a budget cut on the project
- B. Present the actual cost estimate along with a note that you will not manage the project if the budget is not approved as is
- C. Inflate each task's cost estimate by 25%
- D. Add contingency reserve equal to 25% of the costs

44.

As the project manager of a technology project, you are comparing the planned practices of your project with similar internal projects and external projects from other organizations in the industry. The objective is to recognize best practices and identify areas of improvement. What are you doing?

- A. Expert Judgment
- B. Analogous Estimate
- C. Lessons Learned
- D. Benchmarking

45.

You are the project manager for the employee time management project. You are considering four different resources with different skill levels located in various

regions. Which of the following will you actually use as supporting documentation to clarify the resource estimation approach?

- A. The method you used for the estimate
- B. The software you used for the estimate
- C. Resource breakdown structure
- D. Scope baseline

46.

A project manager left the company for some personal reasons immediately after the approval of the project charter. You are to take over the project. What will be your FIRST step?

- A. Work on gathering detailed requirements
- B. Check all stakeholders' alignment with the project charter
- C. Redo risk identification
- D. Start planning the project

47.

The success, of which of the following, is measured in terms of aggregate investment performance and benefits realization?

- A. Portfolios
- B. Programs
- C. Operations
- D. Projects

48.

One of the following relationships is rare when building the Precedence Diagrams. Which one is it?

- A. Start-to-Start
- B. Finish-to-Finish
- C. Finish-to-Start
- D. Start-to-Finish

49.

Several agile frameworks focus on a single small team delivering a project. However, an organization may require multiple teams to work on a single large product or work on a program and portfolio. All of the following are framework and approaches for managing multiple teams within a program and portfolio except _____.

- A. Disciplined Agile
- B. Extreme Programming
- C. Scaled Agile Framework
- D. Scrum of Scrums

50.

You are working for a private firm and managing a technology project. The firm's culture distinctly puts employees into two categories: management and staff. Project managers fall somewhere in the middle. The senior management considers you a staff member while the project team believes you are the management. So the team members are very reserved in your presence because they think you can impact their performance bonus. Which power does the project team think you have?

- A. Formal power
- B. Coercive power
- C. Pressure-based power
- D. Referent power

51.

Which of the following is included in a project charter?

- A. Project communication plan
- B. Cost estimate for each WBS work package
- C. Resource requirement for each WBS work package
- D. Purpose of the project

52.

What is the type of communication of the project status report?

- A. Formal written communication
- B. Formal verbal communication
- C. Informal written communication
- D. Informal verbal communication

53.

Which of the following change management activity is NOT performed as part of the Perform Integrated Change Control process?

- A. Identifying that a change has occurred
- B. Reviewing the requested changes
- C. Implementing the approved changes
- D. Approving the requested changes

54.

Working as a project manager, you are having problems with securing resources for a project. Your manager has turned down each of your requests saying the resources are unavailable because they are working on other projects. You are working in _____ organization.

- A. Functional
- B. Weak matrix
- C. Strong matrix
- D. Balanced matrix

55.

A project team member is verifying that all the steps to check the project deliverable are complete. Some of these steps include the acceptance criteria for the deliverable as defined in the scope baseline. What do you call the tool and technique used here?

- A. Quality control measurement
- B. Quality metric
- C. Checklist
- D. Quality report

56.

Why is the benefits management plan an input to the Close Project or Phase process?

- A. To check if the expected outcome from the economic feasibility study occurred
- B. To determine if the project was formally authorized or not
- C. Benefits management plan is not an input to the Close Project or Phase process
- D. To measure whether the project realized the expected gains

57.

An agile project lead noticed that several team members speak at the same time in the daily standups. What is the best way to actually handle this situation? (select two)

- A. Ask the product owner to participate and direct the meeting
- B. Set up a ground rule that only one person talks at a time
- C. Ask the team to go around clockwise or counterclockwise when speaking
- D. Call each person by name and ask them to talk

58.

For a new leading-edge product development project, the project manager decides to use _____ to estimate activity durations because there was very little information available about this project.

- A. Guesstimating
- B. Three-point estimating
- C. Analogous estimating
- D. Parametric estimating

59.

As the project manager, you kept all the project documentation on your laptop's hard disk. You have planned for the worst risk, the hard disk crash, so you took weekly backup on a portable drive that you carried in your laptop bag. One day on the way back from the office, you stopped to buy a cup of coffee. When you returned, you found someone stole the laptop bag from your car. Both laptop and the portable backup device were lost. You missed identifying theft as a risk. All of the following could have been a response planned for this risk EXCEPT _____.

- A. Password secure the laptop and the portable backup device
- B. Hide the bag in the trunk of the car
- C. Keep another backup at the office

- D. Keep the bag with you all the time when not in a secure area

60.

What is incorrect about milestones?

- A. Milestones may be mandatory as per contract
- B. Milestones cannot be estimated using the three-point estimation method
- C. Milestones have zero duration
- D. Milestones can be created based on historical information

61.

The project management office at your organization has developed new scheduling guidelines. The document provides information about resource optimization. Which one of the following will not be mentioned by the guidelines?

- A. It can change the critical path of the schedule
- B. It reduces the impact of the low skill level of resources
- C. It helps engage resources at or below their availability level
- D. It removes resource over-allocation

62.

Business case, benefits management plan, and agreements are input to which of the following process?

- A. Develop Project Charter
- B. Develop Project Management Plan
- C. Conduct Procurements

D. Perform Integrated Change Control

63.

Your team members are confused about whether a project manager is a manager or a leader. You explain to them that a project manager needs to be a leader and a manager. Which of the following characteristics is a leadership characteristic that you will mention?

- A. Ask how and when
- B. Ask what and why
- C. Do things right
- D. Focus on the bottom line

64.

All of the following are actually objectives of the Monitor Communications process EXCEPT _____.

- A. Optimal information flow occurs
- B. The information needs of project stakeholders are met
- C. Trigger a review of the Communication Management Plan if needed due to an issue
- D. Identification of new stakeholders

65.

Cost of nonconformance has all of the following characteristics EXCEPT _____.

- A. Loss of customers
- B. Liabilities
- C. Safety measures
- D. Rework

66.

Stakeholder analysis involves all of the following steps EXCEPT _____.

- A. Understand stakeholders' specialized knowledge
- B. Analyze communication requirements of stakeholders
- C. Identify legal and moral rights
- D. Establish expected contribution both tangible and intangible

67.

You were the project manager of a finance application upgrade project (Project X) completed successfully a year ago. Since then, you have moved on to a different role in the human resources department. Project Y, which is a follow-up project to project X, is in its initiating processes. The project manager of project Y has identified you as a stakeholder of the project. How should she classify you?

- A. High power, high interest
- B. Low power, high interest
- C. High power, low interest
- D. Low power, low interest

68.

The project manager is reconciling the cost estimate with any funding limits imposed by the approved budget. What process is this?

- A. Integrated Change Control
- B. Estimate Costs
- C. Determine Budget
- D. Control Costs

69.

Out of the following, which input can help the project manager the MOST when creating a cost estimate for her project?

- A. Work breakdown structure
- B. Resource breakdown structure
- C. Parametric estimating
- D. Sponsor's commitment

70.

Which of the following is not a characteristic of the payment system when making payments?

- A. Review of the payment request before making payment
- B. Making a payment according to the contract terms
- C. Linking the payment to the seller's progress
- D. Negotiating the terms of payment before releasing the payment

71.

Which of the following activity is NOT carried out for managing the stakeholder engagement?

- A. Allocate the engagement levels of stakeholders
- B. Negotiate to manage stakeholder engagement
- C. Clarify and resolve stakeholder engagement issues
- D. Address potential concerns of stakeholders

72.

All of the following are always characteristics of a project EXCEPT _____.

- A. Temporary

- B. Strategic
- C. Unique product, service, or result
- D. Drives change in an organization

73.

During product planning, the product owner works closely with project stakeholders and communicates frequently. What is the main purpose of these communications?

- A. Develop a RACI chart
- B. Help development team to prepare sprint backlog
- C. Define contents of next release
- D. Envision the product

74.

The Control Schedule process in the Schedule Management knowledge area uses all of the following tools and techniques EXCEPT _____.

- A. Iteration burndown chart
- B. Expert judgment
- C. Resource optimization
- D. Leads and lags

75.

As a project manager, which of the following will not be your concern when controlling resources?

- A. Dealing with resource shortages and surpluses
- B. Acquiring resources for the right cost
- C. Monitoring resource expenses
- D. Releasing resources for use at the right time

76.

Which of the following is actually NOT a voting technique?

- A. Autocratic
- B. Unanimity
- C. Plurality
- D. Majority

77.

Which of the following is actually most likely to happen when agile team members do not share information openly and transparently during the daily scrum?

- A. Some team members leave the project
- B. Team members stop participating in the daily scrum
- C. Loss of trust among team members
- D. Team members taking more time to discuss issues

78.

An iteration burndown chart shows the remaining work line went up one day instead of gradually going down. What must have happened that day?

- A. Team did not complete any task that day
- B. More tasks were added than removed and completed
- C. More tasks were completed than removed
- D. More tasks were removed than added

79.

Which of the following is driven by the stakeholders' risk appetite?

- A. Risk responses

- B. Risks identification
- C. Cost of risks
- D. Expected Monetary Value

80.

You are the project manager for an actual software development project. The testers have tested the code written by the programmers. Some of the work had significant logical errors that required a complete rewrite. The cost of rewriting the code can also be called as _____.

- A. Cost of quality
- B. Cost of project
- C. Cost of non-conformance
- D. Cost of conformance

81.

Meetings are used as tools & techniques while managing the deliverables and the project work. Which of the following is not a type of meeting used in this process?

- A. Iteration planning
- B. Sprint
- C. Retrospective
- D. Scrum daily standup

82.

Thinking about project funding requirements, these can be _____.

- A. Cost-based or schedule-based
- B. Parametric or parabolic estimates
- C. Contingency and management reserve

D. Incremental and lump sum

83.

Which of the following is NOT a tool and technique of the Control Schedule process?

- A. Pareto chart
- B. Leads and lags
- C. Fast-tracking
- D. Iteration burndown chart

84.

All of the following statements are actually correct about vendor conferences EXCEPT _____.

- A. The answer to a seller's question should be accessible to all the sellers
- B. First-time bidders should get extra attention to encourage them to bid
- C. Vendor conferences should have ample time so that all the sellers have a chance to ask questions
- D. The objective is to have all sellers develop the same understanding of the bid

85.

You are managing a marketing project where your team is tracking daily-unique-visitors to the product webpage. Here are the actual numbers for the last seven days. 320, 415, 276, 403, 350, 373, and 327. What are the upper and lower control limits if you plan to track it on a control chart? The standard deviation is 49.

- A. 415 and 276
- B. 404 and 300
- C. 401 and 303

D. 499 and 205

86.

Which one of the following is actually the BIGGEST benefit of using a colocated team?

- A. Reduces the communication project manager has to do with the team
- B. Team communication is no longer required when team members are at the same location
- C. Team communication and collaboration is more effective
- D. It costs much less because team members are at the same location

87.

The project team members were analyzing schedule performance and validating the organization's schedule model. What is this type of analysis called?

- A. Model analysis
- B. Schedule analysis
- C. Regression analysis
- D. Trend analysis

88.

One of your actual team members came to you with a problem. He is having trouble understanding the discussions during meetings. What will be your advice to him?

- A. Stop the person who is speaking and ask questions
- B. Take minutes of the meeting to make the best use of time
- C. Face the speaker and maintain eye contact

D. Focus on the speech rather than the speaker

89.

Which of the following actually takes place in the Monitor and Control Project Work process?

A. Rejecting change requests

B. Approving change requests

C. Monitoring of implementation of approved change requests

D. Implementing approved change requests

Answers

1. Answer: B

Explanation: These are actually all reasons projects are initiated.

2. Answer: A

Explanation: The project charter is developed in starting, but the risk management approach and work package estimates are created in planning. A project charter may include certain resources (the project manager), but not comprehensive estimates. The project charter solely includes the business case.

3. Answer: B

Explanation: Customers approve project deliverables after Validate Scope. Other decisions arise during project planning, before Validate Scope.

4. Answer: A

Explanation: The project scope statement is broad. Work packages must be particular to prevent gold plating. Product scope doesn't allocate team members' work. The team should receive a copy of the schedule, but it doesn't reveal

what's in each work package. WBS dictionary lists work packages. Not a words dictionary.

5. Answer: A

Explanation: The acceptance of the customer is handled at the Validate Scope step of the process. If this acceptance is not given, then the project manager will be unable to proceed to the next phase of the project.

6. Answer: A

Explanation: Control Quality actually checks for correctness, and Validate Scope checks for acceptance.

7. Answer: B

Explanation: A heuristic is a specific generally accepted rule. Examples are actually cost per line of code and cost per square foot of floor space.

8. Answer: B

Explanation: The work will be complete once the customer accepts the final deliverable. Acceptance of the deliverable happens in the Validate Scope process. Monitor and Control Project Work process collects information from Validate Scope process for variance analysis. Afterward, the Close Project or Phase process starts to formally close the project or phase at the end of the project. Control Communications happens regularly and is independent of acceptance of the final deliverable or the Validate Scope process.

9. Answer: A

Explanation: You analyze and document the stakeholder's influence and potential impact on the project's success in the Identify Stakeholders process. The project engages the stakeholders as per the stakeholder engagement plan in the Manage Stakeholders Engagement process. The Monitor Stakeholder Engagement process checks the stakeholder

engagement plan's effectiveness and modifies the strategies as needed.

10.

Answer: C

Explanation: Installing an additional outlet is not in the original scope, so it is a scope change. As there is no indication of the integrated change control process in action, the request is unauthorized scope addition. Hence, it is an example of scope creep. There is no mention of cost or schedule, so cost overrun and schedule delay are incorrect choices. Micro-management is a relative term. Since the scenario doesn't delve into management style expectations, it cannot be micro-management when a scope addition is requested.

11.

Answer: D

Explanation: This scenario is an example of an alternatives analysis to understand duration variables to get the work done. There is really no need to actually take any action as the resource outage is when the resource is not needed. The resource will be back in time to work on the deliverable. It is insensitive to call and ask a sick team member to be back on time. No need for a replacement resource as no work is being affected. Also, there is no need to add a contingency to the schedule.

12.

Answer: B

Explanation: Government regulations require a public invitation to sellers for certain types of contracts. It is the most plausible reason for advertising in the question scenario. Newspaper advertisement or the internet, the cost of advertising is not the issue. Using advertising to delay the award of the contract is an unethical choice. The best seller

is the one who meets the criteria. All six seem to be qualified for the job. So this cannot be the reason.

13.

Answer: C

Explanation: The project scope and cost have the least impact on the Develop Schedule process. It is because the estimating process already took care of their impact. So this is the wrong choice. Consider the constraints explicitly so that the project team is clear of the limitations. So this is not the best choice. Lead time and lag time impact schedule development, but they only result in a zero or positive float. So this is a weak choice. Forced milestones and external deadlines will add constraints to the schedule and create zero, positive, or negative float. So this is the best choice.

14.

Answer: B

Explanation: Constraints are limitations or boundaries and not necessarily difficulties. Assumptions are assumed facts that may or may not be real but are considered to be real. Risks are potential difficulties that the project may or may not face and may not necessarily hinder the team's ability to meet project goals. Issues are the difficulties that can hinder the project team's ability to achieve project goals. So this is the best choice.

15.

Answer: A

Explanation: The Identify Risks process identifies what may happen on the project. Risks are what may happen on the project, not what will happen. If the project manager knows what will happen, it is an issue, not a risk. Previous projects' risk registers provide information that can help the project manager in this process. It identifies both threats and opportunities, viz. negative and positive risks.

16.

Answer: D

Explanation: The sprint retrospective is an inspect and adapt event and is unrelated to reducing technical debt directly. The other three are techniques that reduce technical debt, which is the degraded quality of the code.

17.

Answer: A

Explanation: The project management office is an organization, so this cannot be the correct answer. The integrated change control system manages the change requests, not the schedules, so this choice is incorrect. Organizational process assets include processes, procedures, and knowledge base, so this is also not the right choice. Enterprise environmental factors include the organization's information technology software. Since desktop scheduling software falls under information technology software, this is the best answer.

18.

Answer: B

Explanation: The project manager is comparing the leftover contingency reserve and the value of the remaining risks. The purpose is to see if the contingency reserve is enough to manage the remaining risks. Knowing only the spent and remaining contingency reserve does not provide any value. Comparing contingency reserve spend and management reserve does not provide any real insight in managing risks.

19.

Answer: C

Explanation: Project scope and product scope are not the same concepts. However, sometimes product scope is considered as included within the project scope. Project scope, not product scope, is the work needed to deliver the

product on time, within budget, and within scope. Product scope is not a combination of project scopes of smaller components since each component in itself is a product.

20.

Answer: B

Explanation: An assumption is something that is believed to be true without any proof that it is true. Among the four options, there are three assumptions, the entire team is fluent in the English language, all resources are technically competent, and costs in all countries are within budget. The entire team's fluency in English is an assumption related to communications planning. The others are related to resources and cost planning. Team members acquired in various geographical locations is not an assumption but a fact.

21.

Answer: C

Explanation: Review and update the stakeholder engagement assessment matrix and then track changes in the level of engagement. The project manager already knows that it is a stakeholder engagement problem. Therefore, she must fix the issue at hand and then perform an audit to uncover more problems. Informing stakeholders of what has been missing without a plan will reduce stakeholder satisfaction and confidence in the project manager. First, the project team should update the issue log, not all stakeholders. So sending an email to stakeholders does not make much sense in this regard. Besides, this step will not produce any results to fix the issue at hand.

22.

Answer: C

Explanation: You can use a template to create the project scope statement. It is unlikely that there is a template to create policy documents because each policy is different and addresses different concerns. Also, organizations create

organizational policy documents. Projects may make a policy for use within the project environment. The human resources department develops resource training procedures. Requirement gathering is a process, so there is no template.

23.

Answer: B

Explanation: Aggregate investment performance provides a measure of the success of portfolio management. Delivering on time, within budget, and with quality establishes the success of project management. The delivery of intended business benefits with efficiency gives a measure of program management's success. Operations management success is measured by continuing to run the operation efficiently with optimal use of resources.

24.

Answer: A

Explanation: The appropriate action is to solve the problem by reviewing the quality plan, the filled checklists, and the identified issues. The steps to solve the problem are, define the problem, identify the root cause, generate solutions, select the best solution, and implement and verify the solution. It is essentially quality assurance which checks the adequacy of quality management processes. Reproducing the documents for four departments may fix those documents but does not guarantee that the rest will not have issues. Sharing the checklist with the design team and rejecting the design team's objection will not improve the documents' quality.

25.

Answer: D

Explanation: Both buyer and seller address contract termination according to the termination clauses of the contract. A clause that pays an early cancellation fee to the seller will result in cost savings for the buyer, whereas the

seller incurs little or no profit loss. Thus, it brings a win-win situation. If needed, some negotiation may happen after the seller submits the final invoice. Before that, there is nothing to negotiate. Also, negotiation at that time without any guidance from the contract will likely result in a claim. The choice of informing management about damages to be paid to the seller can be valid for a long-term contract when the payment amount is significantly high. Though valid, it is a weak choice. Whether the seller releases resources or not is none of the buyer's concerns.

26.

Answer: B

Explanation: In a large project, the project management team plans most of the project, and the kick-off meeting takes place at the start of executing. In a small project, the whole project team is involved in project planning, and a kick-off meeting occurs at the outset of the planning processes. It is not a good idea that the project manager alone plans the project. Involving the project team in the planning processes improves the plan's quality.

27.

Answer: B

Explanation: Leading the project team to achieve project objectives is always the responsibility of the project manager. Prioritizing projects based on business needs is usually done by the portfolio management team. Writing performance reports for project resources is mostly done by functional managers. Meeting the project's profit margin is only valid when working for an external customer.

28.

Answer: D

Explanation: A deliverable is a unique and verifiable product produced by the project team and provided to the customer. The template or the plan can also be a deliverable

if the project team builds it as a unique and verifiable output.

29.

Answer: C

Explanation: There is no scope verification document mentioned in the PMBOK guide. The scope management plan describes how to obtain the formal verification and acceptance of the project deliverables. Statement of work is the work to be completed, not how to verify the deliverables. A communications management plan describes how and when communications will occur.

30.

Answer: C

Explanation: There can be a wide difference between bids when each prospective seller has a different understanding of the statement of work and terms and conditions. Both statement of work and terms and conditions should be evaluated if these are clear enough and provide the same understanding of the work to all prospective sellers. Awarding the contract to the lowest bidder may be asking for trouble later as the lowest bidder may not have a good understanding of the work. Canceling a bid and re-advertising is a lengthy and expensive process. Without knowing what caused current variations, you may end up with the same situation again. Who is the best supplier? The one who has the best understanding of the work and can deliver it. The price difference is wide, and it will be almost impossible to determine who is the best bidder.

31.

Answer: B

Explanation: The business case, project requirements document, and project scope statement do not include a summary milestone schedule. Only the project charter

documents the summary milestone schedule, so this is the correct choice.

32.

Answer: A

Explanation: A change request that fixes the problem by bringing the future performance in line with the project management plan is a corrective action. An action that reduces the probability of negative consequences of risks is a preventive action. A submitted change request can be a corrective action, a preventive action, a defect repair, or an update to formally controlled documents. There is no change request defined as a supportive action.

33.

Answer: B

Explanation: In agile projects, epics decompose into user stories. Several user stories put together make up a feature. Sometimes a user story can represent a feature that may be sub-divided into smaller user stories. The product roadmap is how the product will be built and delivered over time. A sprint is a short duration time-boxed iteration.

34.

Answer: B

Explanation: The Control Quality process identifies the ways to eliminate causes of unsatisfactory performance. It compares the results against the standards and then identifies the defects. It also provides the direction to correct the unsatisfactory performance and perform rework, if necessary. Project Quality Management is the knowledge area and not a process. Plan Quality Management process develops the quality management plan in compliance with the organizational policies. There is no process called perform quality performance.

35.

Answer: C

Explanation: A project manager uses all of the following technical project management skills to coordinate work towards accomplishing a goal except implement strategy in a way to maximize the value. Implement strategy in a way to maximize value is a strategic and business management skill and not a technical project management skill. All other choices are technical project management skills.

36.

Answer: C

Explanation: The sprint goal is usually set to deliver at least one feature every sprint, so all the technical layers are planned for in the same sprint. Therefore, development, review, and testing should be performed in the same sprint. The development team must follow the organizational practice, so it cannot reduce the number of test iterations required. It is incorrect to actually say that only one testing is needed in an agile project. An agile project can have as many testing runs as needed.

37.

Answer: B

Explanation: Removing a few team members and bringing in new members will be detrimental to the already low team morale. Team development is not a core project management process, so it will be challenging to convince management to extend the schedule or budget for this activity. Besides, the focus should be on taking positive steps to improve morale. Bringing into management notice may not be a motivator for the team. The scenario does not mention any issue with WBS, so there is no need to recreate WBS. Recreating WBS will be a waste of time and may result in lowering team morale further. The best thing to actually do is to assess individual and team performance to understand the strengths and weaknesses. The assessment will help take the appropriate actions. Also, activating a

reward system can motivate team members to perform better.

38.

Answer: C

Explanation: Project planning may take too long when the focus is lost. This can happen if the project manager has weak management skills. There is less chance of developing an aggressive schedule when project team members are directly involved. The team will generally resist building an aggressive schedule. The project manager can also develop a realistic plan with minimal involvement from project team members. When the project team members are involved in project planning, they will know what they are to do, when, and how; this will save a significant amount of the project manager's time and makes team members more committed to the project. This is a better choice compared to the other ones.

39.

Answer: D

Explanation: A high number of stakeholders alone is not a strong reason to go with an agile approach. However, if a project has unclear requirements or has a high degree of change, then the agile approach is better than the traditional waterfall method. Similarly, the research and development projects deal with a very high level of uncertainty. In this case, the agile approaches work well compared to the traditional approach.

40.

Answer: A

Explanation: The actual expected monetary value (EMV) of each evaluated option is the output of decision tree analysis. This information helps to decide the best course of action. Expected monetary value is not the cost of managing the risk.

41.

Answer: B

Explanation: Manage Stakeholder Engagement does not involve tracking the team member's performance. Neither Monitoring and Controlling nor Develop Team processes track performance or provide feedback to the team member. Manage Team is the executing process where the team member's performance is tracked, appropriate feedback is provided, and issues are resolved.

42.

Answer: C

Explanation: Once the bid solicitation process is complete, the seller and buyer sign the contract. 'Advertisement' is a tool used in the bid solicitation process. Creation of qualified sellers' list happens before bid solicitation starts. The buyer receives the prospective sellers' proposals during the bid solicitation process.

43.

Answer: A

Explanation: Inflating task estimates is a bad practice as it hides the actual estimate and thus weakens the control. Threatening that you will not manage the project will likely result in your removal from the project and maybe even from the organization. The purpose of the actual contingency reserve is to provide funds for known risks. A high contingency reserve will raise eyebrows and unnecessary questions and will require justification. So with 25% of the budget added to contingency, it will be difficult to justify. Present the actual cost estimate with a brief explanation of the budget's cut impact on the project.

44.

Answer: D

Explanation: You are benchmarking when you compare a project's planned or actual data with internal and external data from the industry. Lessons learned is when the project identifies and documents the best practices and lessons from issues and failures. The analogous estimate uses previous project data to forecast. Expert judgment is to approach and seek information from the right resources.

45.

Answer: A

Explanation: The estimation method and other information is the basis of estimates. The estimation method provides a clear understanding of how the resources were estimated. Scope baseline is an input to the Estimate Activity Resources process and helps in identifying resource requirements. Resource breakdown structure is the hierarchical representation of resources. Your estimate is independent of the software used. The knowledge of the software adds no clarification.

46.

Answer: B

Explanation: Although it seems that requirement gathering or project planning should be the next step, the first thing the project manager should actually do is to understand the purpose of the project, its objective, and expected results. It is helpful in two ways; one, you validated that the project charter, and, two, you developed a connection/relationship with the stakeholders, especially with the sponsor.

47.

Answer: A

Explanation: All four choices use benefits realization in some way to measure success. However, aggregate investment performance and benefits realization mainly determine the portfolio's success.

48.

Answer: D

Explanation: The Start-to-Finish relationship is rare when developing the precedence network diagrams. This relationship states that once the activity starts, only then the preceding one finishes.

49.

Answer: B

Explanation: Extreme programming is a method used for single small delivery. The other three, Disciplined Agile, Scaled Agile Framework, and Scrum of Scrums, are frameworks and approaches for managing multiple teams within a program or portfolio.

50.

Answer: B

Explanation: It appears that the team is afraid you can negatively affect their performance review and bonus. In other words, they think you have coercive power. Formal power may or may not carry with it coercive potential, so it is a weak choice. Referent power relates to admiration or respect, and pressure-based power refers to reducing options to get compliance. Both of these powers are not what the project team is considering.

51.

Answer: D

Explanation: The purpose of the project is recorded in the project charter. It usually represents the same information as it appears in the business case. All other choices get created later in planning processes.

52.

Answer: A

Explanation: It is a formal written communication shared with project stakeholders as per the communications management plan. It is also called the work performance report or progress report and can contain status, graphs, forecasts, and other information.

53.

Answer: C

Explanation: Implementing the approved changes is done in the Direct and Manage Project Work process. All the other three are performed in the Perform Integrated Change Control process.

54.

Answer: A

Explanation: Since your manager has refused your resources, it means both the resources and you work for the same manager. It is a characteristic of a functional organization. If the resources are coming from different managers, it is a matrix organization.

55.

Answer: C

Explanation: The tool used for verifying whether steps in a process are complete is called a checklist. Quality control measurements are the work performance data collected when quality control tests are performed. Quality metrics are the expected result against which quality control measurements are compared. A quality report is the output of a quality audit, process analysis, or other analyses.

56.

Answer: D

Explanation: The benefits management plan is an input to the Close Project or Phase process to measure whether the project realized the expected gains. The business case is an

input to check if the expected outcome from the economic feasibility study occurred. The other two options are incorrect.

57.

Answer: B & C

Explanation: The two best options are to set up a ground rule that only one person speaks at a time and ask the team to go around clockwise or counterclockwise when speaking. The daily standup is a team meeting where all participate as team members. The agile team is a self-organizing team, and no single person conducts the meetings.

58.

Answer: B

Explanation: The analogous estimation uses historical data from similar projects to estimate. There is no previous similar project because this is leading-edge product development. So this technique will not be appropriate. The parametric estimation method is also not right for estimating an innovative project as it needs historical and statistical data that will not be available. The best technique for this scenario is the three-point estimating. It is on the mark when dealing with high uncertainty, a typical challenge when innovating.

59.

Answer: A

Explanation: Securing data with password protection on both the laptop and the portable backup device may stop the data leak but will not deter the thief from stealing the bag. Therefore, it is not the right answer to the question. The scenario is an example of a secondary risk that arises when after implementing a risk response.

60.

Answer: B

Explanation: There is no estimation required for milestones. Milestones are either complete or incomplete since they have zero duration. Mandatory milestones are those that the organizational practice or contract may ask for in the schedule. Sometimes the project manager may insert milestones based on historical information for better project tracking. These are optional milestones.

61.

Answer: B

Explanation: Resource optimization helps engage resources at or below their availability level to remove the over-allocation of resources. Resource leveling can result in the change of the critical path of the schedule. However, resource optimization does not reduce the impact of the low skill level of resources.

62.

Answer: A

Explanation: The business case, benefits management plan, and agreements are input to the Develop Project Charter process. These documents help establish the project goals and define how the project will deliver business benefits.

63.

Answer: B

Explanation: Asking what and why is a characteristic of a leader. Asking how and when, doing things the right way, and focusing on the bottom line are characteristics of a manager.

64.

Answer: D

Explanation: Monitor Communications process is not about the identification of new stakeholders. The other three are objectives of the Monitor Communications process.

65.

Answer: C

Explanation: Safety measures' is a characteristic of the cost of conformance. The other three choices are the characteristics of the cost of nonconformance.

66.

Answer: B

Explanation: Analyze communication requirements of stakeholders' is not a part of stakeholder analysis. It will be done as part of developing the communication management plan. All other choices are explored as part of stakeholder analysis.

67.

Answer: D

Explanation: You have low power since you do not have any authority over the project or its resources. Similarly, you carry low interest because you have moved on to a different role in a separate department. So, she should classify you as a stakeholder of low power and low interest.

68.

Answer: C

Explanation: Reconciling the cost estimate with the approved budget happens in the Determine Budget process. The process involves aggregating the project costs and reconciling them with the approved budget to confirm that enough funds are available.

69.

Answer: A

Explanation: Work breakdown structure, which is a part of the scope baseline, is needed for defining activities. Estimating costs comes after Define activities work is

complete. Parametric estimating is a technique and not an input to the Estimate Costs process. The sponsor's commitment has no impact on the estimate. Resource breakdown structure is not actually used in estimation and is irrelevant.

70.

Answer: D

Explanation: The terms of the payment are part of the contract and fixed unless changed through a change request. No negotiations happen for individual payments. All the other options are part of the payment system when making payments.

71.

Answer: A

Explanation: 'Allocate the engagement levels of stakeholders' is carried out in the Plan stakeholder engagement process. All the other three activities occur in the manage stakeholder engagement process.

72.

Answer: B

Explanation: Projects may or may not be strategic. There can be projects to meet regulatory or legal requirements or satisfy stakeholder requests. All the other are essential characteristics of a project.

73.

Answer: D

Explanation: The product owner's primary purpose for communicating with stakeholders during product planning is to envision the product. Release planning is for defining the contents of the next release. The development team prepares the sprint backlog during sprint planning. There is

no RACI chart needed and developed in the project following the SCRUM framework.

74.

Answer: B

Explanation: Expert judgment is not a technique used in the Control Schedule process. All the other three are tools and techniques of the Control Schedule process.

75.

Answer: B

Explanation: Acquiring resources is done in the Acquire Resource process. In the Control Resources process, resources are released for use at the right time, at the right place, and in the right amount. The Control Resources process also monitors resource expenses and deals with any resource shortage or surplus.

76.

Answer: A

Explanation: Autocratic decision making is actually a technique where one individual takes responsibility for making decisions for the group. Therefore there is actually no voting involved in this technique. The others are voting techniques.

77.

Answer: C

Explanation: Loss of trust is the most likely result of hiding information and not being transparent. Team members will not trust each other by assuming that there may be other motives at play. The idea is not to surprise each other, so members start to trust one other. Daily scrums are timeboxed, so the team cannot take more than the allotted time. Besides, daily scrums are not used for discussion but rather only for sharing information. All development team

members are required to participate in the daily scrum. A team member will rarely leave the project because this person believes others are not sharing information openly.

78.

Answer: B

Explanation: There were more tasks added to the iteration backlog than were completed and removed. If the team did not finish any task, and nothing was added or removed, then the line will be flat for the day. The other two options do not provide complete information.

79.

Answer: A

Explanation: Project stakeholders' risk appetite and threshold have a direct impact on the risk responses. A high appetite means response does not need to be too stringent, while a low appetite requires a very well thought out and tight risk response. Risks identification, cost of risks, and expected monetary value, all three are not impacted by project stakeholders' risk appetite.

80.

Answer: C

Explanation: The cost of rewriting the code is the cost of non-conformance. Rework, errors, and defects fall under cost of non-conformance. The cost of quality as a choice is too general.

81.

Answer: B

Explanation: Sprint is a timeboxed iteration to perform project work; it is not a type of meeting. Iteration planning, scrum-daily standups, and retrospective meetings happen in an agile project.

82.

Answer: D

Explanation: Project funding requirements can be incremental or lump sum. For example, payments made every month or at specific intervals will be incremental. If the payment is to be made just once, for example, at the start of the project, it will be a lump sum payment. Contingency and management reserve are part of the project budget, but the management reserve is not included in the funding provided to the project. The other two options are invalid.

83.

Answer: A

Explanation: Pareto chart is not a tool and technique used in the Control Schedule process. All the other three options are the tools and techniques used during the Control Schedule process.

84.

Answer: B

Explanation: Treat all bidders equally and fairly. No one should actually get preferential treatment because they are first-time bidders or have been bidding for a long time, have worked on several contracts before, or for any other reason.

85.

Answer: D

Explanation: Upper and lower control limits can be calculated by finding out the mean and using the given standard deviation. The mean of the seven numbers is 352, and the standard deviation is 49. So, the upper control limit is $352 + 3 \times 49 = 499$ and lower control limit is $352 - 3 \times 49 = 205$.

86.

Answer: C

Explanation: Team communication and collaboration are more effective for a colocated team. Team communication is still required when the team is at the same location. Cost is dependent on the cost of colocation, the cost of working remotely, and the cost of communication. Though the virtual team environment may require relatively more communication from the project manager, this is not the biggest benefit of colocation.

87.

Answer: D

Explanation: Trend analysis is a type of analysis where organizational models are validated using data from the project. Regression analysis is where interrelationships between various project variables are reviewed for their contribution to the project outcomes. Schedule analysis includes different techniques used for developing and refining the schedule. There is no technique called model analysis identified in the PMBOK guide.

88.

Answer: C

Explanation: Face the speaker while maintaining eye contact is the best advice. In this way, the team member is listening and also getting non-verbal communication. Remember that non-verbal cues play a significant role in understanding the message.

89.

Answer: C

Explanation: The Monitor and Control Project Work process is concerned with the monitoring of the implementation of approved changes. Approving and rejecting changes occurs in the Perform Integrated Change Control process while implementing approved changes is happens in the Direct and Manage Project Work process

Chapter 9. 10 Myths of Preparing for the PMP Exam

Here are some of the 10 most common myths about the PMP Exam.

1. Myth: The Exam is Totally Based on PMBOK Guide

Fact: The exam is all-inclusive, and includes everything within the scope of project management. The PMBOK only provides you with an insight into the topics that will be covered. Do not forget the fact that this is just but a guide; therefore you should be sure to use other relevant texts alongside it like Rita Mulcahy's "PMP© Exam Prep" or Kim Heldman's Project Management Professional Study Guide. Apart from that, you will also need your experience in real life to guide you through.

2. Myth: Just Experience is Enough to Pass the Exam

Fact: In as much as you might be experienced in the field, the exam requires you to provide answers based on the PMI insight, not your own. Apart from that, experiences might differ from one individual to the other, and as a result it would actually be best for you to go through the PMBOK guide before you get ready for the exam.

3. Myth: PMP Certification certifies that I Know Project Management

Fact: The PMP certification only proves that you have the qualifications to carry out particular project management roles, and it does not really mean that you can. This is because different people might not really have the practical skills required of a particular project. Someone said, "PMP credential holders perform a role and the PMP credential helps identify your qualifications to perform that role"

4. Myth: PMP Certifications is Good for Company Not for Individuals

Fact: PMP certification is one of the best ways of advancing your career especially if your career concerns project management. Therefore when you go for this exam, you should have it in your mind that you are making yourself a better person, and improving your chances of employment and promotions.

5. Myth: PMP Exam is Difficult to Pass

Fact: There isn't an exam that is very easy to pass. To succeed in any test, you must be ready to work hard and persevere. There are a number of students who have taken their time and passed the exam in as little time as possible, some even in two months. You must have the desire burning in you to make it. Otherwise you will be filled with negative attitudes. Everything comes in its own time and for this reason you should be ready to work as hard as possible for you to pass. You need to plan it, act it and persevere it till it is achieved. Immediate action; is the key to success. Don't wait for everything to be in place. Start it, things will come in its own place as per its importance and urgency.

6. Myth: Always One Right Answer to the Question in the Exam

Fact: In most cases, at least two answers are always right. Therefore the trick is to pick out the most reasonable of them all. For this you should think in terms of eliminating the ones that sound wrong.

7. Myth: Too Much Time Required for the Preparation of the Exam

Fact: The most important thing that you should learn to do is to think and reason and understand what you are studying. From the concepts to the management process areas, all these you should be ready to understand to your level best. Do not exhaust yourself reading so many books yet you do not understand a thing from any of them. As a matter of fact, this

exam tests your understanding of what you are doing, not how much you can cram.

8. Myth: There is No Value in PMP Certification

Fact: No, it is still an exclusive club. It is one of the best project management courses available with world-class practices and methodologies such as EVM, Monte Carlo, Decision Tree, CPM, Six Sigma, etc. It is also ISO certified.

9. Myth: Only a Registered Education Provider Can Provide 35 Contact Hours

Fact: There are actually a number of places where the program can be offered, including the following:

- Training companies and consultants
- Component organizations of PMI
- Registered Education Providers by PMI
- Continuing education programs in colleges and campuses
- Programs sponsored by companies or even employers
- Distance learning companies

Therefore you do not need to be a R.E.P to offer PMP training. However for the PMP certification students, this is very important and you should make sure that you check clearly the quality of the faculty and the material that they offer.

There are a number of things that are required of a project manager, including the fact that they never wait for a risk to become a real problem for them to deal with it. Apart from that, you do not have to push problems that you face to the upper management, but you should be ready to deal with them as soon as they happen.

Another thing that will assist you is to think about how proactive you are supposed to be, and consider the very first

course of action that someone in your position should come up with.

How clarifying the myths will help you?

By getting to clarify the myths that surround the PMP exam, it is easy for you to go for the exam with a clear mind. This is very important since it will also keep you focused on what you need to do, and apart from that also make you ready to face whatever questions that will be set in the exam for you to tackle.

Chapter 10.28 Winning Habits of “The Super Successful” PMPs

Throughout my career, I actually have had the chance to interact with people who did not just attempt but managed to pass the PMP exam on their first attempt. Now, they are trainers and teachers (Gurus) teaching PMP aspirants. In the course of my actual interactions with them, there are several things that I have come to learn about how they managed to make it through. Most of them managed to go to their daily work routines, study for the exam, and still aced it on their first attempts. For that reason, I call them “The Super Successful” PMPs. One thing that I noticed about them all is that they did have some traits that indeed propelled them to success. It is these that I will share with you today, and I hope to inculcate the same spirit in you to make you succeed.

1. Desire

Each of us has our own desire, with which they set goals and come up with a plan to achieve the same. Nobody has the power to determine your desire for you. Therefore it is up to you to see what you would want to accomplish in life, and how the PMP certification can assist you with this.

2. Clarity is Essence

Clarity does go a long way in ensuring that you achieve success. With a clear mind in the exam, you should be able to think straight, and answer the questions with a level of insight that someone whose mind is not clear would not be able to. As a matter of fact, this eases off all kinds of confusion and frustration that you might have in you.

3. Identify Your Constraints

Constraints are those things that will hold you back in your attempt to succeed. Someone said very nicely “If you don’t fix your own constraints first, you will find a way to sabotage your system, guaranteed.” One of the actual best ways of

dealing with constraints is to first of all recognize them and then overcome them. Nobody is perfect.

4. Approach Your Exam Strategically

Going for the PMP or any other exam is like going to war, you must always have a strategy, and one that works at that. Having a strategy for the exam is one of the surest ways to make sure that you tackle the questions as they come and deal with them appropriately.

5. Develop a Complete Study Plan

In the event that you ever sat for an exam and failed, it does not mean that you are a flop. This means that you simply failed to get your strategy right. Therefore, the best way of coming back into an exam that you failed before is to make sure that you come up with an all-inclusive study plan.

6. Manage Your Time Well

Time management is actually very important, whether you are studying or if you are in an exam. In the exam, this will ensure that you do not spend more time than necessary on questions that you should spend a few minutes or even seconds on. In the long run, it also goes a long way in ensuring that you do not just finish your test in time but spare a few minutes to go over and make a few corrections here and there.

7. Use Travel Time Productively

While commuting to work place or college, use your travel time wisely. Always make sure you have cassettes/CDs/iPods playing in your car or headphone. This will help you to spend your time wisely and pass the exam sooner.

8. Know Your Peak Hours

The importance of knowing your peak hours is so that you can get to know when you understand whatever you are studying best. Therefore, it is important that you focus more on studying when you have a higher retention capacity. This way when you go for the exam, you will have an easier time remembering what you did.

9. Temporary Defeat

In life you have to be ready to deal with things as they are thrown at you. Exams have a way of throwing all sorts of weapons at you. The biggest question is how are you going to deal with it?

For any exam and the PMP exam in particular, the secret is to never give up! The moment you decide to quit, that's the moment you accept a lifetime of failure.

No man is ever whipped, until he QUITs—in his own mind.

10.

Set Standards of Performance

As you prepare for the exam, you should already have in mind how far you are willing to go. This means that you should already know how you could perform. However, at times this is never really enough. However, what will get you through is by setting attainable and realistic performance standards and working so hard to make sure that you get there.

11.

Ally Yourself with Group

As you study and prepare for the PMP exam, you should never align yourself further from the group. You would not really make any headway if you are going in the opposite direction with the rest of the class. It is not actually a bad thing to have different ideas, so in the event that you have these, feel free to communicate and share with the rest of the class, and most importantly your tutor. This is actually the only way through which you will remain in focus and in tandem with the rest of the class.

12.

Learn from Experts

How else would someone learn better than being an apprentice of some of the best people at what they do? This is actually and really one of the most common things to do in the world today. For your PMP exam, you will need to consider finding out as much as possible about those who have managed to succeed in this sphere. This way, you can at least have a figure to look up to, which means you will not just succeed in the exam, but also in life.

13.

They Never Quit

Failure should not be actually taken as an excuse to quit as many people do. The fact that you have failed an exam does not mean that you will never be good at it. It gives you more than enough impetus to come back stronger. Therefore if you have ever attempted the exam and failed, do not throw in the towel just yet, try and take the bull by the horns.

14.

Learn from Your Failures

Failure should not be seen as a weak point, but a chance for you to learn a lesson and do something about it. This is more or less why people conduct a SWOT analysis, to be able to turn the threats and weaknesses into opportunities and strengths in the long run. Do not shy away from your failures, especially if you sat for and failed the exam in the first place. You should take some lessons from it and build up on that for the future.

15.

Study in a Blue Room

We are all aware that studying may be a difficult activity that can induce anxiety even in the most composed of students. Because of this, blue is the most conducive hue to learning in.

It has actually been said that the color blue may relax your eyes, lower blood pressure, and make you feel less anxious. Because you are less tense and more able to concentrate on your studies, the atmosphere in which you study will be improved. You will experience less stress and will have greater confidence in your abilities to study, both of which may make a significant difference in the outcome of an examination.

16.

Spread Your Studying

If you try to jam all of these strategies to assist you study into one night, you won't be able to actually make full use of any of them. Memory is strengthened according to a theory referred to as the testing effect, when you test yourself immediately after acquiring new information rather than many days or weeks later. In a research, individuals who were evaluated one day after learning performed much better on the test of their long-term memory compared to those who were tested seven or 21 days after learning. You may put this into practice in your studying by giving yourself quizzes on the same night that you acquire new information in class.

17.

Believe in Yourself

You are correct in either your hope that you can pass or your pessimism that you cannot pass the test. People have a tendency to place an excessive amount of weight on the influence that confidence might have on an examination. The self-fulfilling prophecy is a concept that may be found in psychological literature. It asserts that our predictions about ourselves may impact our behavior and lead those predictions to come true if we behave differently.

18.

Understand How You Study

Every person actually has their own unique way of learning. If you are aware of the circumstances in which you learn and

remember material most successfully, you may make the most of your time spent studying to prepare for an upcoming test.

For instance, if you know that you can only focus on the information you need to learn if there is complete and utter stillness, you may choose to study either at a library or in a quiet room in your own house. It's possible that you're the kind of person who finds it easier to concentrate if some background noise or activity is going on.

The concept of "multitasking" is a fallacy. Even while you may believe that you can watch TV, text your friends, and prepare for exams all at the same time, the truth is that your brain is unable to process so much information all at once. Give yourself some time to concentrate on your studies in peace and alone, and save the other activities for your time off.

19.

Prioritize Your Study Time

Focus on topics you don't comprehend or know less well. Focus on your weakest Knowledge Areas. This will help you maximize study time and pass the exam. It seems simple, but it's difficult. Why? Because we enjoy simple things, we tend to update what we already know. Ask your trainer or look at exam practice to determine your weakest topics. Understanding the marking method helps prioritize weak courses. Assume your school test requires three essays. Equal marks are probable. Even if you know two topics by heart and obtain flawless scores, a third essay might cost you a third of your grade. Weak topics will weigh down your overall grade disproportionately. Weak topics should be prioritized.

20.

Switch Up Your Study Spots

According to several studies, moving about after concentrating your learning in one location for an extended period of time may assist your brain better retain the information. It's possible that studying in a variety of environments, such as

your own room, a calm coffee shop, and the library, can increase your cognitive abilities.

21.

Taking Notes

You should study for tests using “notes” that include information that you will be able to retrieve easily during the actual exam. This will be beneficial in two different ways. To begin, when you write, you can provide your mind instructions in the form of written letters, which gives you a clearer image. When it comes time to review for the test, you should consult your notes instead instead of opening the textbook. Here is my strategy for taking notes:

- Take a paper and turn it in an actual landscape format.
- Put three columns in landscape form.
- Once done, take synopsis of a chapter in smaller fonts and the language, which you can easily understand.
- Write bullet points, important concepts and particular key ideas you need to remember.
- When the real test is in front of you and you just have two or three hours to review the whole topic, you should consult these notes.

22.

Figure Out If You Are actually a Morning, Dar, or Night Person

This advice will be extremely helpful to you when you are specifically planning the times to take your PMP Exam. For me, I have always been a morning person. Therefore, I would plan to take the test at 8:00am, right after a fresh cup of coffee and ready to attack the exam. Some of my colleagues would take the exam around 5:30pm, right after a long day of work or school classes and would be exhausted by the time they took

their exam. Whatever time is best for you, that is when you need to schedule your exam. Period.

23.

Reward Yourself For the Little Triumphs

Honestly. Less time for everything and everyone else when you prepare for the PMP Exam. So breathe and have fun. Use this time as a reward for studying milestones or passing the PMP Exam. Enjoy your day without studying. If you complete 3 BEC parts by Saturday, take Sunday off.

24.

Use Memory Aids

Exams may be difficult, so employ memory aides if necessary. No, I don't mean tattoo them. "Richard of York gave war in vain" is a common memory aid for the colors of the spectrum. You may also memorize lists or essay outlines. Take the very first letter of each item you wish to remember and create a phrase. Six simple lines may help you recall six essays. As a student, I remembered essay outlines this way. Only be cautious to.

25.

Get a Good Night Sleep

Not only the actual night before the test, but every night, get a good night's sleep to assist you recall. Sleeping enough helps you function better, maintain mental agility, and avoid stress and fatigue. Your brain converts knowledge from short-term to long-term memory as you sleep. A good night's sleep allows your brain to digest and retain the day's knowledge, making it easier to remember than if you slept poorly. Get eight hours of sleep nightly. Sleep may seem like a luxury you can't afford, but it's crucial for test performance.

26.

Fill in the Tough Spot

It can hurt your head to learn new things. Identify the areas with which you struggle, and try to get your head around them. Two weeks before the exam, I still had some head-pain topics. Things like duration matching, convexity, interest rate swaps, and put-call parity. But, they were on my daily study schedule, and I forced myself to confront them each day. It paid off.

27.

Attack Your Textbook with Sticky Notes

While reading, summarize each part on a post-it note. Each post-it note is put in the part it describes, so you can readily locate the information you need.

28.

Create Visual Flashcards

It's not only elementary schoolchildren who may benefit from using flashcards. They are also helpful to a great number of college students. Before you take a test:

1. Create some flashcards to aid in your memorization of key concepts, names, and locations, as well as dates.
2. Each phrase should have its own own 3x5 index.
3. You should put the definition of the phrase or the question that you need to answer on the front of the actual card, and then design a picture to assist you in remembering it. You will discover that it is very hard to draw anything that you do not fully understand, and this will assist to guarantee that you have a firm understanding of the content that you are studying.

Write the explanation of the concept or the response to the question on the reverse of the card. Go through these

flashcards and give yourself practice tests before you take the real exam.

In conclusion, I would just say....

“Do Your Very Best in Whatever You Do and Don’t Leave It Incomplete”

Conclusion

That's it! You just finished with the book. Now, review the questions and answers again and be sure that you get the answers this time. Read carefully the questions and review the rationale behind each correct answer as well as why other options are not right for the scenario described.

Remember, this study guide is a supplement to the PMBOK guide. Even though it will help you a lot to learn project management principles through the PMBOK, it is actually not enough to pass the PMP Exam.

PMBOK will provide you the facts or theories behind project management processes but it doesn't tell you how the processes are connected to each other and how you can apply them in the actual project management setting.

Hopefully, you have noticed that the questions in this study guide are scenario-based. Therefore, just learning project management through the PMBOK will help you absorb the fundamentals of the discipline, but it is not enough to pass the test.

It is also not enough to answer the questions in this study guide once. Ideally, you should try the simulation tests several times until you memorize all the answers and become ingrained into your mind.

But beyond memorization, you need to improve your problem-solving skills. By now, you should have noticed that project management is not an administrative role but a problem solving one. Yes, you need a strong memory to store all the theories, procedures, and facts about project management. However, you need to know how you can apply these principles so you can become an effective problem solver.