

# PMP QUICK REFERENCE GUIDE



## In Sync with Project Management Professional (PMP) Certification Exam Prep & PMBOK® Guide – V6

By: SARAH ADAM, PMP, PMB, CCNA, ENCL, CISP, CISO, CISO, CISO

Based on PMB®'s  
PMBOK® Guide – Sixth Edition  
For Exams after March, 2023

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### PROJECT MANAGEMENT FRAMEWORK

**Operational Work:** Continuous endeavor that produces many identical or nearly identical products.

**Project:** A temporary endeavor that produces a unique product, service, or result.

**Project Trigger:** Market demands, customer requests, org. requirements, technological advances, legal requirements, ecological impacts, and social needs.

**Project Mgmt.:** Application of knowledge, skills, tools & techniques, and resources to project activities to satisfy project requirements.

**Program:** A group of related projects managed in a coordinated way, can't be achieved with a project.

**Portfolio:** A group of projects and/or programs and other works to achieve a specific strategic goal.

**Organizational Project Mgmt. (OPM):** A strategy execution framework that keeps the entire org. focused on overall strategy.

**OPM:** PMB®'s organizational project mgmt. maturity model.

**Knowledge Area:** Integration, Scope, Schedule, Cost, Quality, Resources, Communications, Risk, Procurement, and Stakeholder Mgmt.



### ORGANIZATIONAL TYPES

**Organizational Types:** The simplest form of org. structure.

**Functional:** An org. grouped by areas of specialization within different functional areas (IS, legal, finance, factory).

**Matrix/Divisional:** One parent company consists of a number of different divisions operating separate businesses.

**Project/Divisional:** An org. structured by projects.

**Matrix:** A hybrid organization. Strong, balanced, weak.

**Network:** A geographically dispersed distributed resource team.

**Hybrid:** An org. where more than one organizational design is used.

### PROJECT MANAGEMENT OFFICE (PMO)

**Supportive:** Serves as a repository and plays a consultative role; has a low level of control (forming, templates, best practices).

**Controlling:** Provides guidelines, policies, and templates and requires compliance; has a moderate level of control.

**Directive:** Directly involved in managing projects; has a high level of control.

### PROJECT LIFE CYCLE

**Project Life Cycle:** A representation of the generally sequential and sometimes overlapping project phases that a project goes through.



**Process:** A set of interrelated actions and activities directed toward and results (ITTO).

**Key points:** Risk gates/Stage gates. A series of deliverables at phase completion.

**Phases:** Groups of project activities separated by risk gates to evaluate phase deliverables.

**Progressive Elaboration:** An iterative approach of defining and developing a product by incremental steps as more accurate estimates and info become available.

### COMMON INPUTS, TOOLS & TECHNIQUES, AND OUTPUTS

**Inputs:** Enterprise Environmental Factors (EEF), Organizational Process Assets (OPA), Project Mgmt. Plan, Work Performance Data, Project Documents.

**Tools & Techniques:** Expert judgment, Project Mgmt. Info Systems (PMIS), meetings, Test & Techniques Groups, Data Gathering, Data Analysis, Data Representation, Decision-Making, Communication Skills, Negotiation, and Team Skills.

**Outputs:** Change Requests (corrective actions, preventive actions, defect repairs).

**Updates:** (Project Mgmt. Plan, Project Documents).

### PROJECT MANAGEMENT ROLES AND RESPONSIBILITIES

#### PROJECT ROLES

**Project Mgr.:** Responsible for leading the team and achieving the project objectives.

**Sponsor:** Provides financial resources & accountable for enabling and promoting success.

**Program Mgr.:** Responsible for managing programs.

**Portfolio Mgr.:** Responsible for high-level governance of a group of projects and/or programs and other work.

**Functional Mgr.:** Owns resources and has human resource responsibilities for those resources.

**Expertise:** Acts as a staff resource and communication coordinator. Cannot make or enforce decisions.

**Coordinator:** Has some power to make decisions and reports to higher up.

**Customer/User:** Individuals or org. that will receive the project's product, service, or result.

**Project Mgmt. Team:** Members directly involved in PM activities.

**Senior Mgmt.:** Anyone senior to you, prioritizes projects, involves organizational issues.

**Team Members:** Group performing project work.

**Stakeholder:** A person who is interested, may exert influence, and will be affected by a project.

#### TEAM ROLES

**Co-creative:** Initiator, info seeker, info giver, encourager, clarifier, harmonizer, summarizer, go-to-guy.

**Deconstructive:** Aggressor, blocker, withdrawer, recognition seeker, topic jumper, dominator, devil's advocate.

**PM's Sphere of Influence:** Project, Organization, Industry, Professional Discipline, and Across Disciplines.

**PM's Competencies:** Tech, Project Mgmt. Skills, Leadership Skills, and Strategic and Business Skills.

**Leadership Style:** Charismatic, Laissez-Faire, Transactional, German-Leader, Transformational, and Interpersonal.

**Power of PM:** Reward (hard), Formal, Penalty (soft), Expert (soft), Referent, Resource-based, Gift-based, Persuasive, and Situational.

### PROJECT MANAGEMENT PROCESS SET

- A process is a set of interrelated actions and activities directed toward pre-specified and results.
- Process groups are not project phases.
- Process groups are not linear; they interact and overlap with each other.

Process Groups (PG)	# of Processes (PP)
Initiating (PG)	1
Planning (PG)	24
Executing (PG)	10
Monitoring & Controlling (PG & C)	12
Closing (PG)	1

Knowledge Area (KA)	# of Processes (PP)
Integration	1
Scope	1
Schedule	1
Cost	1
Quality	1
Resources	1
Communications	1
Risk	1
Procurement	1
Stakeholder	1

Knowledge Area		Process Groups					
		PG	PG	PG	PG	PG	Total
Knowledge Area	Integration	1	1	1	1	1	5
	Scope	1	1	1	1	1	5
	Schedule	1	1	1	1	1	5
	Cost	1	1	1	1	1	5
	Quality	1	1	1	1	1	5
	Resources	1	1	1	1	1	5
	Communications	1	1	1	1	1	5
	Risk	1	1	1	1	1	5
	Procurement	1	1	1	1	1	5
	Stakeholder	1	1	1	1	1	5
Total		10	10	10	10	10	50

# 8 Pages Quick Reference Guide Project Management Professional Pmp Certification Exam Prep

**Mohamed A. El-Reedy**



## **8 Pages Quick Reference Guide Project Management Professional Pmp Certification Exam Prep:**

*8 Pages Quick Reference Guide - Project Management Professional (PMP) Certification Exam* A. J. Mercier, 2018-03 The quick reference guide for the PMP Exam is an 8 pages summary for Project Management Professional PMP Certification Exam Prep authored by Soheli Akhter PMP CCNA ISMS Based on the newest edition of the PMBOK the 6th edition this last chance review guide will help any student studying for the PMP exam gain more knowledge and self assurance before their exam Developed by a well known PMP exam prep trainer and graduate level project management professor this tool is now available to all students wishing to increase their chances for success on the PMP exam This handy easy to carry guide includes hundreds of topics processes glossary items general project management terms test taking tips and graphics to help jog the memory of students preparing for the big exam Exhibiting all 49 processes along with the key inputs tools and outputs this guide also illustrates techniques tables and graphs to emphasize the essential information at a glance Included are over 250 individual PMP prep glossary items grouped within the knowledge area where they are most frequently used Important formulas and values are methodically structured for prompt look up bringing pertinent information together in one resource This reference guide is printed on heavy duty UV coated stock Note that all this useful PMP Exam Prep information is on one 8 5 x 11 roll fold 4 panels brochure opens to 34 x 11 It is aligned with PMBOK Guide Sixth Edition and the PMP Exam Content Outline dated March 2018 and should be used for exams after March 2018 For details please visit <http://pmsuccessinc.com> **Quick Reference Guide** Soheli Akhter, 2014-05-01 An 8 pages quick reference guide for the book Project Management Professional PMP Certification Exam Prep *PMP Exam* Andy Crowe, 2021-03-11 A quick reference guide for the PMP Exam this sturdy laminated card accompanies The PMP Exam How To Pass On Your First Try 6th Agile Edition Highlighting key agile concepts and terms this guide is updated for the Jan 2021 PMP Exam Presenting all 49 processes along with the key inputs tools and outputs this helpful tool also depicts techniques tables and graphs to highlight the most important information at a glance Common formulas are organized for rapid look up bringing relevant information for the PMP Exam together in one resource **The Velociteach All-In-One PMP Exam Prep Kit** Andy Crowe, 2014-02 This all inclusive self study resource provides project managers with all the information they need to thoroughly prepare for the Project Management Professional PMP certification exam Learning tools in this comprehensive PMP exam prep kit include a textbook 6 audio CDs a quick reference guide 250 flashcards and 8 hours trial access to online eLearning courses with practice exams The material covers all the processes inputs tools and outputs found in the fifth edition of the PMBOK Guide and gives students insider secrets test tricks and tips hundreds of practice questions and exercises designed to help them master key concepts covered on the test Candidates who use this kit go into the PMP exam armed with confidence and everything they need to pass on the first try **PMP Project Management Professional Exam Deluxe Study Guide** Kim Heldman, 2015-12-14 Handbook to aid candidates in preparation for the Certified Associate in Project Management CAPM

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*PMP Project Management Professional Exam Review Guide* Kim Heldman, Vanina Mangano, Brett J. Feddersen, 2016-03-18

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