

LEARNING MADE EASY



# PMP<sup>®</sup> Exam Prep

for  
**dummies**<sup>®</sup>  
A Wiley Brand

WITH  
**ONLINE  
PRACTICE**



Simplify concepts  
with examples

Discover strategies and  
insider tips for success

Build confidence with  
practice questions

**Crystal J. Richards,**  
**PMP, PMI-ACP, CSM**

PMP Success Strategist







**This book comes with access to more content online.**

Quiz yourself with practice questions.

Register your book or ebook at  
**[www.dummies.com/go/getaccess](http://www.dummies.com/go/getaccess).**

Select your product, and then follow the prompts  
to validate your purchase.

You'll receive an email with your PIN and instructions.





# PMP<sup>®</sup> Exam Prep

by Crystal J. Richards, PMP, PMI-ACP, CSM

for  
**dummies**<sup>®</sup>  
A Wiley Brand

## **PMP® Exam Prep For Dummies®**

Published by: **John Wiley & Sons, Inc.**, 111 River Street, Hoboken, NJ 07030-5774, [www.wiley.com](http://www.wiley.com)

Copyright © 2025 by John Wiley & Sons, Inc. All rights reserved, including rights for text and data mining and training of artificial technologies or similar technologies.

Media and software compilation copyright © 2025 by John Wiley & Sons, Inc. All rights reserved, including rights for text and data mining and training of artificial technologies or similar technologies.

Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at <http://www.wiley.com/go/permissions>.

**Trademarks:** Wiley, For Dummies, the Dummies Man logo, Dummies.com, Making Everything Easier, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc. and may not be used without written permission. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc. is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITHOUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZATION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002. For technical support, please visit <https://hub.wiley.com/community/support/dummies>.

Wiley publishes in a variety of print and electronic formats and by print-on-demand. Some material included with standard print versions of this book may not be included in e-books or in print-on-demand. If this book refers to media that is not included in the version you purchased, you may download this material at <http://booksupport.wiley.com>. For more information about Wiley products, visit [www.wiley.com](http://www.wiley.com).

Library of Congress Control Number is available from the publisher.

ISBN 978-1-394-30049-5 (pbk); ISBN 978-1-394-30051-8 (ebk); ISBN 978-1-394-30050-1 (ebk)

# Contents at a Glance

|                                                                     |     |
|---------------------------------------------------------------------|-----|
| <b>Introduction</b>                                                 | 1   |
| <b>Part 1: Starting Your PMP Journey</b>                            | 5   |
| CHAPTER 1: Welcome to Your PMP Certification Journey                | 7   |
| CHAPTER 2: Get Ready For the PMP Exam!                              | 15  |
| CHAPTER 3: Getting into the Right PMI Mindset                       | 29  |
| CHAPTER 4: Maintaining Your PMP Credential                          | 33  |
| CHAPTER 5: Taking a Pre-Assessment                                  | 41  |
| <b>Part 2: What Is Project Management Really?</b>                   | 51  |
| CHAPTER 6: An Overview of Projects                                  | 53  |
| CHAPTER 7: Project Management Key Concepts                          | 59  |
| <b>Part 3: The Environment in Which Projects Operate</b>            | 85  |
| CHAPTER 8: Project, Program, Portfolio, and Operations Management   | 87  |
| CHAPTER 9: Organizational Influences                                | 97  |
| CHAPTER 10: Roles and Functions That Drive Project Delivery         | 103 |
| <b>Part 4: Managing Your Projects from Conception to Completion</b> | 111 |
| CHAPTER 11: Project Success Starts with the Team                    | 113 |
| CHAPTER 12: Initiating Your Project                                 | 149 |
| CHAPTER 13: Planning Your Project Roadmap                           | 171 |
| CHAPTER 14: Elevating Your Project Roadmap                          | 207 |
| CHAPTER 15: Integration of Plans and Processes                      | 245 |
| CHAPTER 16: Turning Your Plan into Action                           | 259 |
| CHAPTER 17: Keeping Your Project on Track                           | 287 |
| CHAPTER 18: Closing the Project or Phase                            | 317 |
| <b>Part 5: Agile and Hybrid Approaches</b>                          | 337 |
| CHAPTER 19: The Fundamentals of Agile Project Management            | 339 |
| CHAPTER 20: Agile Teams: Key Roles and Responsibilities             | 353 |
| CHAPTER 21: Key Agile Practices                                     | 359 |
| <b>Part 6: The Part of Tens</b>                                     | 371 |
| CHAPTER 22: Ten Tips for PMP Exam Success                           | 373 |
| CHAPTER 23: More Than Ten Common Acronyms                           | 379 |
| CHAPTER 24: Ten Assumptions of the PMP Exam                         | 381 |
| <b>Index</b>                                                        | 387 |



# Table of Contents

|                                                                                           |    |
|-------------------------------------------------------------------------------------------|----|
| <b>INTRODUCTION</b>                                                                       | 1  |
| About This Book                                                                           | 2  |
| Foolish Assumptions                                                                       | 2  |
| Icons Used in This Book                                                                   | 3  |
| Beyond the Book                                                                           | 3  |
| Where to Go from Here                                                                     | 4  |
| <b>PART 1: STARTING YOUR PMP JOURNEY</b>                                                  | 5  |
| <b>CHAPTER 1: Welcome to Your PMP Certification Journey</b>                               | 7  |
| PMP: Recognizing the Global Standard                                                      | 7  |
| Introducing the Project Management Institute                                              | 8  |
| Professional Skill Sets: Excelling with the PMI Talent Triangle                           | 9  |
| Power Skills                                                                              | 9  |
| Ways of Working                                                                           | 10 |
| Business Acumen                                                                           | 10 |
| Exploring Process Groups, Knowledge Areas,<br>and Project Management Processes            | 11 |
| Taking a granular look: 49 project management processes                                   | 11 |
| Looking at Process Groups from start to finish                                            | 12 |
| Gaining specialization through Knowledge Areas                                            | 13 |
| <b>CHAPTER 2: Get Ready For the PMP Exam!</b>                                             | 15 |
| Do You Have What It Takes?                                                                | 16 |
| Meeting education level and project management<br>experience requirements                 | 16 |
| Obtaining 35 contact hours of PM education                                                | 17 |
| Demonstrating professional competence                                                     | 17 |
| Meeting industry demand                                                                   | 17 |
| Strengthening the profession                                                              | 17 |
| License and Registration, Please                                                          | 18 |
| Contact hours of project management education                                             | 19 |
| Application submission and payment, pretty please                                         | 21 |
| Getting Familiar with PMP Exam Domains                                                    | 21 |
| People (42 percent of the exam): Leading and building teams                               | 22 |
| Process (50 percent of the exam): Seeing a project<br>through to completion               | 22 |
| Business Environment (8 percent of the exam):<br>Ensuring compliance and delivering value | 22 |
| Some Guidance on the <i>PMBOK Guide</i>                                                   | 23 |

|                                                                                   |           |
|-----------------------------------------------------------------------------------|-----------|
| Getting Ready for the PMP Examination: The Basics . . . . .                       | 24        |
| The fee . . . . .                                                                 | 24        |
| Questions, time, and breaks . . . . .                                             | 24        |
| Results and diagnostic information . . . . .                                      | 25        |
| The mysterious passing score . . . . .                                            | 25        |
| Preparation: Boot camp or self-paced course? . . . . .                            | 25        |
| Practice exams, practice exams, practice exams . . . . .                          | 26        |
| Where to take the exam: On a warm couch or in a<br>cold testing center? . . . . . | 27        |
| <b>CHAPTER 3: Getting into the Right PMI Mindset . . . . .</b>                    | <b>29</b> |
| Discovering the Dos and Don'ts . . . . .                                          | 30        |
| Spotting the Scenario . . . . .                                                   | 31        |
| Understanding the ABCs of PMI . . . . .                                           | 32        |
| <b>CHAPTER 4: Maintaining Your PMP Credential . . . . .</b>                       | <b>33</b> |
| Keeping Your PMP Credential Once You've Earned It . . . . .                       | 34        |
| Getting Those PDUs . . . . .                                                      | 35        |
| Meeting the Education requirement . . . . .                                       | 35        |
| Meeting the Giving Back minimum . . . . .                                         | 36        |
| Paying the renewal fee . . . . .                                                  | 37        |
| Earning (and Keeping) Your Credentials . . . . .                                  | 37        |
| Executing a winning plan . . . . .                                                | 37        |
| Having no plan . . . . .                                                          | 38        |
| Taking Action If Your Certification Cycle Lapses . . . . .                        | 39        |
| <b>CHAPTER 5: Taking a Pre-Assessment . . . . .</b>                               | <b>41</b> |
| Questions . . . . .                                                               | 41        |
| Answer Key . . . . .                                                              | 47        |
| How Did You Do? . . . . .                                                         | 49        |
| <b>PART 2: WHAT IS PROJECT MANAGEMENT REALLY? . . . . .</b>                       | <b>51</b> |
| <b>CHAPTER 6: An Overview of Projects . . . . .</b>                               | <b>53</b> |
| What Are Projects? . . . . .                                                      | 54        |
| Why Do We Have Projects? . . . . .                                                | 55        |
| Driving change . . . . .                                                          | 55        |
| Optimizing business value creation . . . . .                                      | 55        |
| Complying with regulations and requirements . . . . .                             | 55        |
| Ensuring stakeholder satisfaction . . . . .                                       | 56        |
| Making product, process, or service improvements . . . . .                        | 56        |
| Initiating strategic changes . . . . .                                            | 56        |
| Where Do Projects Happen? . . . . .                                               | 56        |

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| <b>CHAPTER 7: Project Management Key Concepts</b>                                   | 59 |
| Defining Project Management                                                         | 60 |
| Exploring the continuum of project management                                       | 60 |
| Using the predictive approach: You know, you know                                   | 61 |
| Taking the adaptive approach: You don't know what you don't know                    | 61 |
| Adopting the hybrid approach: A little bit of this, a little bit of that            | 62 |
| Defining terms: Exploring methodology, development approach, and project life cycle | 62 |
| Finding a Reason for the Project Management Season                                  | 63 |
| Shifting from Outputs to Outcomes                                                   | 65 |
| Taking a systems view of value                                                      | 66 |
| Creating value through projects                                                     | 66 |
| Focusing on the organization's view of value delivery                               | 67 |
| Unpacking organizational structure and its impact on project value delivery         | 68 |
| Center of the Universe: The Project Manager                                         | 70 |
| Uncovering the many responsibilities of a project manager                           | 70 |
| Project manager by many names                                                       | 71 |
| Applying project management principles                                              | 72 |
| Comparing Different PMs: Product Management versus Project Management               | 74 |
| Progressing through a product life cycle                                            | 75 |
| Defining roles: Product manager versus project manager                              | 76 |
| Breaking down the work: Projects, products, and programs                            | 77 |
| Dividing a project into phases                                                      | 79 |
| Exploring Additional Foundational Concepts                                          | 81 |
| Applying progressive elaboration                                                    | 81 |
| Rolling with rolling wave planning                                                  | 82 |
| Meeting the project needs through tailoring                                         | 83 |

## **PART 3: THE ENVIRONMENT IN WHICH PROJECTS OPERATE** 85

|                                                                          |    |
|--------------------------------------------------------------------------|----|
| <b>CHAPTER 8: Project, Program, Portfolio, and Operations Management</b> | 87 |
| Organizing the Way You Manage Projects                                   | 88 |
| Projects                                                                 | 89 |
| Programs                                                                 | 89 |
| Portfolios                                                               | 90 |
| Looking at Operations Management                                         | 90 |
| Defining the Role of Organizational and Project Governance               | 91 |
| Organizational governance                                                | 91 |
| Project governance                                                       | 92 |

|                                                                           |            |
|---------------------------------------------------------------------------|------------|
| Creating a Project Management Office .....                                | 92         |
| Test Your Knowledge: Supportive, Controlling, and Directive PMOs .....    | 93         |
| Deciding How Much Governance Is Needed .....                              | 94         |
| Example 1: Small, internal IT upgrade project .....                       | 94         |
| Example 2: Implementation of a new EHR system in the NICU ..              | 95         |
| Example 3: Hospital-wide expansion of telemedicine services ..            | 95         |
| Answer Key: Supportive, Controlling, and Directive PMOs .....             | 95         |
| <b>CHAPTER 9: Organizational Influences .....</b>                         | <b>97</b>  |
| OPAs: Knowing Your Internal Policies and Procedures .....                 | 98         |
| EEFs: Gaining Awareness of the Environment .....                          | 99         |
| Test Your Knowledge: OPA or EEF .....                                     | 100        |
| Answer Key: OPA or EEF .....                                              | 101        |
| <b>CHAPTER 10: Roles and Functions That Drive Project Delivery .....</b>  | <b>103</b> |
| The Project Manager .....                                                 | 104        |
| The Sponsor .....                                                         | 104        |
| The Product Owner .....                                                   | 105        |
| The Customer and End User .....                                           | 105        |
| The Project Team .....                                                    | 106        |
| Project management team .....                                             | 107        |
| SMEs .....                                                                | 108        |
| Business partners .....                                                   | 108        |
| Functional and operations managers .....                                  | 108        |
| The Program Manager .....                                                 | 108        |
| The Portfolio Manager .....                                               | 109        |
| Stakeholders and Key Stakeholders .....                                   | 109        |
| <b>PART 4: MANAGING YOUR PROJECTS FROM CONCEPTION TO COMPLETION .....</b> | <b>111</b> |
| <b>CHAPTER 11: Project Success Starts with the Team .....</b>             | <b>113</b> |
| Determining Resource Needs to Meet Project Needs .....                    | 114        |
| Planning for the People, the Equipment, and the Tools (Oh My!) ..         | 115        |
| Human resource planning .....                                             | 116        |
| Physical resource planning .....                                          | 116        |
| Estimating Resource Requirements .....                                    | 117        |
| Acquiring Resources .....                                                 | 117        |
| Gaining Project Success through Teamwork .....                            | 121        |
| Looking at team roles and responsibilities .....                          | 121        |
| Comparing management to leadership .....                                  | 122        |
| Establishing team norms .....                                             | 124        |
| Grasping decision-making dynamics .....                                   | 125        |

|                                                                             |            |
|-----------------------------------------------------------------------------|------------|
| Addressing gaps and encouraging professional development . . . . .          | 125        |
| Exercise: Mad Libs for a challenging project . . . . .                      | 126        |
| Working with diverse and global teams . . . . .                             | 127        |
| Fostering team development and culture . . . . .                            | 128        |
| Outlining the stages of team development:                                   |            |
| The Tuckman Ladder . . . . .                                                | 129        |
| Exercise: Tuckman Ladder stages of team development . . . . .               | 130        |
| Creating motivation for high-performing teams . . . . .                     | 132        |
| Using recognition and rewards . . . . .                                     | 133        |
| Applying motivational theories . . . . .                                    | 134        |
| Developing Interpersonal Skills . . . . .                                   | 136        |
| Critical thinking . . . . .                                                 | 136        |
| Motivation . . . . .                                                        | 137        |
| Emotional intelligence . . . . .                                            | 137        |
| Influencing . . . . .                                                       | 137        |
| Conflict management . . . . .                                               | 137        |
| Active listening . . . . .                                                  | 138        |
| Negotiating . . . . .                                                       | 138        |
| Team building . . . . .                                                     | 138        |
| Coaching . . . . .                                                          | 138        |
| Cultural awareness . . . . .                                                | 139        |
| Political awareness . . . . .                                               | 139        |
| When conflict occurs . . . . .                                              | 140        |
| Exercise: Conflict management scenarios . . . . .                           | 143        |
| Understanding Teams in the Adaptive Environment . . . . .                   | 143        |
| Adapting Your Leadership Style . . . . .                                    | 145        |
| Outlining the characteristics of strong leadership . . . . .                | 145        |
| Determining the right leadership approach . . . . .                         | 146        |
| Achieving a High-Performing Team: The Ultimate Goal . . . . .               | 147        |
| Answer Keys . . . . .                                                       | 147        |
| <b>CHAPTER 12: Initiating Your Project . . . . .</b>                        | <b>149</b> |
| Setting the Stage: The Five Process Groups . . . . .                        | 150        |
| Starting with Business Value . . . . .                                      | 150        |
| The Role of the Business Case: Telling the Project's Origin Story . . . . . | 151        |
| Evaluating and Realizing Benefits . . . . .                                 | 152        |
| Prioritizing Projects for Strategic Impact . . . . .                        | 153        |
| Test Your Knowledge: Benefit Measurement Methods . . . . .                  | 154        |
| The Project Charter: Creating a High-Level Blueprint for Success . . . . .  | 155        |
| The Human Element: Analyzing and Engaging Stakeholders . . . . .            | 156        |
| Identifying stakeholders: Casting a wide net . . . . .                      | 157        |
| Understanding stakeholders: Decoding motivations and expectations . . . . . | 158        |
| Analyzing stakeholders: Mapping influence and interest . . . . .            | 158        |

|                                                                                    |            |
|------------------------------------------------------------------------------------|------------|
| Prioritizing stakeholders: Knowing who matters most . . . . .                      | 161        |
| Engaging stakeholders: Building meaningful connections . . . . .                   | 162        |
| Monitoring stakeholder engagement: Keeping a<br>finger on the pulse . . . . .      | 164        |
| Test Your Knowledge: Mapping Stakeholder Engagement . . . . .                      | 165        |
| Using Project Charters and Engaging Stakeholders in<br>Adaptive Projects . . . . . | 166        |
| Adaptive charters: Less concrete, more directional . . . . .                       | 166        |
| Using dynamic tools and techniques to engage<br>dynamic stakeholders . . . . .     | 167        |
| Answer Keys . . . . .                                                              | 168        |
| <b>CHAPTER 13: Planning Your Project Roadmap . . . . .</b>                         | <b>171</b> |
| Getting Familiar with the Planning Process Group . . . . .                         | 172        |
| Develop Project Management Plan . . . . .                                          | 174        |
| Differentiating between predictive and adaptive projects . . . . .                 | 176        |
| Triple constraints planning: scope, schedule, and cost . . . . .                   | 176        |
| Plan Scope Management . . . . .                                                    | 177        |
| Understanding project scope and product scope . . . . .                            | 177        |
| Planning the scope of work . . . . .                                               | 178        |
| Collecting requirements . . . . .                                                  | 179        |
| Defining scope . . . . .                                                           | 182        |
| Creating a work breakdown structure . . . . .                                      | 183        |
| Managing scope in the adaptive environment . . . . .                               | 185        |
| Staying within the boundaries of scope . . . . .                                   | 187        |
| Plan Schedule Management . . . . .                                                 | 188        |
| Developing the Schedule Management Plan . . . . .                                  | 188        |
| Defining activities . . . . .                                                      | 189        |
| Identifying activity dependencies . . . . .                                        | 190        |
| Determining the sequence of activities . . . . .                                   | 191        |
| Accounting for leads and lags . . . . .                                            | 192        |
| Estimating activity durations . . . . .                                            | 193        |
| Conducting reserve analysis . . . . .                                              | 195        |
| Develop Schedule . . . . .                                                         | 196        |
| Schedule network analysis . . . . .                                                | 196        |
| Using the critical path method . . . . .                                           | 196        |
| Addressing resource overallocation: Resource<br>optimization techniques . . . . .  | 198        |
| Reducing the timeline: Schedule compression techniques . . . . .                   | 199        |
| Evaluating the alternatives: What-if scenario analysis . . . . .                   | 199        |
| Looking at the probability: Simulations . . . . .                                  | 200        |
| Using a project management information system . . . . .                            | 200        |
| Managing a schedule in the adaptive environment . . . . .                          | 201        |

|                                                                                       |            |
|---------------------------------------------------------------------------------------|------------|
| Plan Cost Management .....                                                            | 202        |
| Estimating costs.....                                                                 | 202        |
| Using a guesstimate range.....                                                        | 203        |
| Estimating costs with familiar tools and techniques .....                             | 204        |
| Determining the budget.....                                                           | 204        |
| Managing costs in adaptive projects .....                                             | 205        |
| <b>CHAPTER 14: Elevating Your Project Roadmap .....</b>                               | <b>207</b> |
| Planning Process Group.....                                                           | 208        |
| Plan Quality Management .....                                                         | 209        |
| Examining the three processes of quality management.....                              | 210        |
| Looking at the Quality Management Plan .....                                          | 211        |
| Applying quality management in adaptive projects.....                                 | 215        |
| Plan Communications Management .....                                                  | 215        |
| Communications tools and techniques .....                                             | 216        |
| Communication models .....                                                            | 218        |
| Communication methods.....                                                            | 219        |
| Creating the Communications Management Plan .....                                     | 220        |
| Communication matrix: A supplement to the<br>Communications Management Plan .....     | 220        |
| Additional communication concepts .....                                               | 221        |
| Managing communications in adaptive projects .....                                    | 223        |
| Agile ceremonies: Fostering transparency, accountability,<br>and decision-making..... | 224        |
| Planning for Risks .....                                                              | 225        |
| Ensuring robust risk planning happens.....                                            | 225        |
| Performing qualitative risk analysis .....                                            | 228        |
| Performing quantitative risk analysis.....                                            | 230        |
| Planning risk responses .....                                                         | 232        |
| Applying risk management in adaptive projects.....                                    | 234        |
| Plan Procurement Management.....                                                      | 234        |
| Mastering the plan procurement management process.....                                | 234        |
| Understanding procurement essential terms.....                                        | 235        |
| Deciding to make or buy .....                                                         | 235        |
| Creating a Procurement Management Plan .....                                          | 236        |
| Getting ready to procure .....                                                        | 236        |
| Interpreting contract types .....                                                     | 238        |
| Ensuring procurement integration.....                                                 | 240        |
| Looking at procurement management in adaptive projects ...                            | 241        |
| Addressing the People Factor in Planning.....                                         | 242        |
| Planning for the project resource needs.....                                          | 242        |
| Aligning stakeholder expectations .....                                               | 243        |

|                                                                  |     |
|------------------------------------------------------------------|-----|
| <b>CHAPTER 15: Integration of Plans and Processes</b>            | 245 |
| Planning: The Final Steps                                        | 246 |
| Integrating Project Management Activities                        | 246 |
| The Project Manager: The Expert Project Integrator               | 247 |
| Changes are Possible: Creating a Change Control Plan             | 248 |
| Maintaining Control with the Configuration Management Plan       | 249 |
| Comparing change control and configuration management            | 249 |
| Test your knowledge: Change Control or Configuration Management? | 250 |
| Developing a Comprehensive Project Management Plan               | 250 |
| Approving the Project Management Plan                            | 253 |
| Using project documents to stay on track                         | 253 |
| Developing an Agile Project Management Plan                      | 256 |
| Iteration planning                                               | 256 |
| Addressing Agile project changes                                 | 257 |
| Answer Key: Change Control or Configuration Management?          | 258 |
| <b>CHAPTER 16: Turning Your Plan into Action</b>                 | 259 |
| Executing Process Group                                          | 260 |
| Directing and Managing Project Work                              | 261 |
| Tracking and resolving issues                                    | 261 |
| Implementing approved changes                                    | 263 |
| Generating work performance insights                             | 263 |
| Managing Project Knowledge                                       | 264 |
| Differentiating levels of knowledge                              | 264 |
| Differentiating between explicit and tacit knowledge             | 265 |
| Using knowledge-sharing tools and techniques                     | 266 |
| Managing project artifacts                                       | 267 |
| Managing Quality                                                 | 269 |
| Managing Risks                                                   | 270 |
| Quantifying risks                                                | 272 |
| Additional risk management considerations                        | 273 |
| Managing risks in the adaptive environment                       | 274 |
| Managing Procurements and Vendor Relationships                   | 275 |
| Selecting the vendor                                             | 275 |
| Integrating the vendor                                           | 277 |
| Managing People Performance and Expectations                     | 278 |
| Project Execution in the Adaptive Environment                    | 279 |
| Visualizing the flow of work through kanban boards               | 282 |
| Tracking progress with burn charts                               | 282 |
| Assessing team capacity with velocity charts                     | 283 |
| Identifying bottlenecks with cumulative flow diagrams            | 284 |
| Decision-making in Agile teams                                   | 285 |

|                                                                          |            |
|--------------------------------------------------------------------------|------------|
| <b>CHAPTER 17: Keeping Your Project on Track</b>                         | <b>287</b> |
| Getting Familiar with the Monitoring and Controlling Process Group       | 288        |
| Monitor and Control Project Work                                         | 289        |
| Perform Integrated Change Control                                        | 289        |
| Detailing the different types of change requests                         | 291        |
| Outlining the workflow of the change control process                     | 292        |
| Keeping key project documents current and consistent                     | 292        |
| Validate Scope                                                           | 294        |
| Control Scope                                                            | 294        |
| Control Schedule                                                         | 295        |
| Control Costs                                                            | 296        |
| Assessing project performance: Earned value management                   | 297        |
| Forecasting overall project financial health                             | 300        |
| Test Your Knowledge: What's the Situation at Week 7?                     | 302        |
| Control Quality                                                          | 303        |
| Control Resources                                                        | 307        |
| Monitor Communications                                                   | 307        |
| Monitor Risks                                                            | 308        |
| Control Procurements                                                     | 310        |
| Types of contract changes                                                | 310        |
| Closing procurements                                                     | 311        |
| Monitor Stakeholder Engagement                                           | 312        |
| Monitoring and Controlling in the Adaptive Environment                   | 313        |
| Answer Key: What's the Situation at Week 7?                              | 315        |
| <b>CHAPTER 18: Closing the Project or Phase</b>                          | <b>317</b> |
| The Closing Process Group                                                | 318        |
| Uncovering Why Projects End                                              | 318        |
| Realizing the project's objectives have been achieved                    | 319        |
| Seeing that the objectives will not or cannot be met                     | 319        |
| Cutting the project funds                                                | 319        |
| Discovering that the project is not needed                               | 319        |
| Identifying that the human or physical resources are no longer available | 319        |
| Terminating the project for legal cause or convenience                   | 320        |
| Addressing Project Closure: Close Project or Phase Process               | 320        |
| Tackling essential tasks for smooth project closure                      | 321        |
| Supporting project closure efforts with project artifacts                | 323        |
| Supporting project closure with key meetings                             | 323        |
| Bringing projects to a close in the Agile environment                    | 324        |
| Reflecting on Project Achievements: Documenting the Journey              | 325        |
| Capturing Insights: Lessons Learned                                      | 326        |
| Referencing the Business Case and Benefits Management Plan               | 327        |

|                                                                                  |            |
|----------------------------------------------------------------------------------|------------|
| Test Your Knowledge: Closing the Project . . . . .                               | 328        |
| Sustaining Project Outcomes. . . . .                                             | 329        |
| Applying change management as a strategy. . . . .                                | 329        |
| Using change management frameworks. . . . .                                      | 330        |
| Applying change management models . . . . .                                      | 333        |
| Delivering Value. . . . .                                                        | 334        |
| Answer Key: Closing the Project . . . . .                                        | 335        |
| <b>PART 5: AGILE AND HYBRID APPROACHES. . . . .</b>                              | <b>337</b> |
| <b>CHAPTER 19: The Fundamentals of Agile Project Management . . . . .</b>        | <b>339</b> |
| Realizing that History Matters . . . . .                                         | 340        |
| Examining the Values and Principles of the Agile Manifesto . . . . .             | 341        |
| The four values . . . . .                                                        | 342        |
| The Twelve Principles . . . . .                                                  | 342        |
| Exercise: Agile Manifesto principles scenario matching . . . . .                 | 344        |
| Delivering Value: The Agile Development Life Cycle . . . . .                     | 345        |
| Implementing Common Agile Frameworks. . . . .                                    | 347        |
| Scrum framework . . . . .                                                        | 348        |
| Extreme Programming . . . . .                                                    | 348        |
| Kanban Method . . . . .                                                          | 349        |
| But wait, there's more: Additional Agile methods . . . . .                       | 349        |
| Deciding which framework to use. . . . .                                         | 350        |
| Comparing the Triangle of Constraints in Predictive and Agile Projects . . . . . | 350        |
| Answer Key: Agile Manifesto Principles . . . . .                                 | 351        |
| <b>CHAPTER 20: Agile Teams: Key Roles and Responsibilities. . . . .</b>          | <b>353</b> |
| Getting an Overview of Agile Teams. . . . .                                      | 354        |
| Building Better Products with Cross-Functional Team Members . . . . .            | 355        |
| Representing the Voice of the Customer: Product Owner . . . . .                  | 356        |
| Using Skilled Facilitation via the Team Facilitator. . . . .                     | 356        |
| Focusing on Servant Leadership . . . . .                                         | 357        |
| Benefitting from an Agile Coach . . . . .                                        | 358        |
| <b>CHAPTER 21: Key Agile Practices . . . . .</b>                                 | <b>359</b> |
| Facilitating Agile Ceremonies. . . . .                                           | 360        |
| Planning dynamically: Iteration planning. . . . .                                | 360        |
| Gathering the team for insight: The daily stand-up . . . . .                     | 361        |
| Engaging the stakeholders: Iteration review. . . . .                             | 361        |
| Reflecting on the outcomes: Iteration retrospective . . . . .                    | 362        |
| Refining the backlog: An unofficial Agile event. . . . .                         | 362        |

|                                                                      |            |
|----------------------------------------------------------------------|------------|
| Using Agile Artifacts .....                                          | 363        |
| Envisioning the Agile journey: The product roadmap .....             | 363        |
| Maintaining a master list of requirements: The product backlog ..... | 364        |
| Planning the team's list of to-dos: The iteration backlog .....      | 366        |
| Bringing the vision to life: The product increment .....             | 366        |
| Gaining a competitive advantage with an MVP .....                    | 367        |
| Exercise: Convert Scenarios into User Stories .....                  | 368        |
| Answer Key: Convert Scenarios into User Stories .....                | 369        |
| <b>PART 6: THE PART OF TENS .....</b>                                | <b>371</b> |
| <b>CHAPTER 22: Ten Tips for PMP Exam Success .....</b>               | <b>373</b> |
| Pick an Exam Date .....                                              | 373        |
| Familiarize Yourself with the Exam Content Outline .....             | 374        |
| Create a Study Plan .....                                            | 374        |
| Take Practice Exams .....                                            | 374        |
| Adopt Good Study Habits .....                                        | 375        |
| Take Good Notes .....                                                | 375        |
| Find the Right Testing Environment .....                             | 376        |
| Stay Healthy and Focused .....                                       | 376        |
| Stay Motivated with a Study Buddy or Study Groups .....              | 377        |
| Plan for PMP Success .....                                           | 377        |
| <b>CHAPTER 23: More Than Ten Common Acronyms .....</b>               | <b>379</b> |
| <b>CHAPTER 24: Ten Assumptions of the PMP Exam .....</b>             | <b>381</b> |
| Organizational Structure .....                                       | 382        |
| Best Practices .....                                                 | 382        |
| Proactive Project Managers .....                                     | 382        |
| Conflict Resolution .....                                            | 383        |
| Procurement .....                                                    | 383        |
| Organizational Context .....                                         | 383        |
| Historical Information .....                                         | 384        |
| Absolute Statements .....                                            | 384        |
| Change Control .....                                                 | 384        |
| Agile Environment .....                                              | 385        |
| <b>INDEX .....</b>                                                   | <b>387</b> |



# Introduction

---

*If you're always trying to be normal, you will never know how amazing you can be.*

—MAYA ANGELOU

**H**i there! I'm Crystal Richards and *I am a misfit project manager*. (Misfit, noun: a person who is different from other people and who does not seem to belong in a particular group or situation.)

In my professional career, I noticed that I was a bit of an oddball. My background is not in traditional IT project management, fancy software development projects, or construction project management. I worked in healthcare, improving patient flow, patient registration processes, and employee training efforts.

I often felt underrepresented and overlooked with some of these textbooks and exam prep materials that talked endlessly about IT and construction project management when my world revolved around leading business process improvement projects. The current library of project management resources were hard to follow and, quite frankly, downright boring to read. This realization that my voice was missing inspired me to embark on a journey to write a book that would bridge the gap and provide a different perspective — a perspective that is long overdue. That's why I wrote this book.

I know, I know. There are countless project management books, training materials, and exam preparation guides out there in these project management streets. However, it became apparent to me that there was something missing — an authentic voice that resonated with my unique experiences and perspectives. And I imagine you feel the same way.

Misfit project managers unite!

This book speaks to the unique project managers like you and me, learning in a way that speaks in a common-sense, practical, break-it-down approach. By sharing my insights, experiences, and knowledge, I hope to contribute to a more comprehensive and inclusive body of project management literature.

# About This Book

I think this book rocks, but I'm biased. My goal is that this book becomes your essential guide to set you up for success on the Project Management Professional (PMP) Exam and beyond. I provide a comprehensive yet accessible deep-dive into the principles and best practices of project management, combined with actionable tips and strategies that are designed to prepare you for the rigors of the PMP Exam and for managing real-world projects. I use my real-world experience to teach you the foundations of project management and Agile project management. I show you how to bring all these concepts together, and I explain how they align to the Project Management Institute's (PMI) Exam Content Outline (ECO) and PMI Talent Triangle. This book includes

- » Concrete examples to solidify concepts
- » Stories and examples from healthcare, home renovation projects, and web development to add clarity and interest.
- » A dash of humor. After all, managing projects can be stressful, so why not find humor along the way?

If you're an aspiring project management professional preparing for your PMP Exam, or an experienced professional seeking to sharpen your skills with the current best practice strategies, this book is designed to be your go-to resource. Not only does it prepare you for the exam, but it also equips you with the necessary tools to thrive in the project management world.

## Foolish Assumptions

Were you an accidental project manager? I was! But what makes you and me super cool is that we are unique within our organizations given our talents and penchant for project management. Here are some assumptions about why you probably picked up this book:

- » Maybe you're the only project manager or PM-thinking person in your organization.
- » You're dabbling in project management in pursuit of career growth or a career change.
- » You're tired of "Googling" your way to an answer for your projects and you just wish you had a resource that didn't make you feel like you were incompetent.

Sound familiar? That's why I wrote this book. With your three-plus years of project management experience (depending on your educational level and a requirement of the exam, which is covered in Chapter 2), and your desire to ace this lengthy examination, you want a resource that will say it plainly. I get you.

## Icons Used in This Book

Throughout this book, I use icons in the left margin that call attention to important information that's particularly worth noting:



TIP

This icon indicates an important tip for the PMP Exam. Think of this information as the “so what” while reading a particular section or topic.



REMEMBER

This icon serves as a reminder of an important concept that you should commit to memory.



WARNING

Danger, Will Robinson! This icon highlights pitfalls you may encounter as you prep for the PMP Exam.

## Beyond the Book

In addition to what you're reading right now, this book comes with a free access-anywhere Cheat Sheet that includes tips and advice to help you prepare for the PMP Exam. To get this Cheat Sheet, simply go to [www.dummies.com](http://www.dummies.com) and type **PMP Exam Prep For Dummies Cheat Sheet** in the Search box.

You can also work on an online practice quiz. To gain access to this online resource, all you have to do is register. Just follow these simple steps:

1. Go to [www.dummies.com/go/getaccess](http://www.dummies.com/go/getaccess).
2. Create a new account or log in to an existing account.

If you create a new account you'll receive an email confirmation. Click through to finish creating a new account.

**Note:** If you do not receive a confirmation email after creating your account, please check your spam folder before contacting us through our Technical Support website at <http://support.wiley.com> or by phone at 877-762-2974.

3. After you've logged into your new or existing account, select "Dummies" under the "Select the brand for your product" header.
4. Select your title from the drop-down list. Choose "PMP Exam Prep For Dummies."
5. Answer a validation question about the product, and then click "Redeem."



REMEMBER

You must choose the correct title and edition from the drop-down list. Select the option that says **"PMP Exam Prep For Dummies."**

Now you're ready to go! You can come back to the practice material as often as you want — simply log on with the username and password you created during your initial login.

Your registration is good for one year from the day you redeem your product.

## Where to Go from Here

I wrote this book in a way to let you skip around as needed, but if this is your first deep-dive into the PMP Exam content, here are some key first steps: Step 1: Start with Chapter 3. This chapter sets the foundation, helping you develop the right mindset for PMP Exam preparation. Step 2: After reading Chapter 3, take the pre-assessment in Chapter 5. Your results serve as your guide to the chapters you should review in detail.

Of course, reading the book from the beginning is perfectly fine, especially for those of you who prefer a linear approach to tackling this content. So please feel free to read from front to back. Or if you're more of a free-spirited reader, skip around as you see fit.

# 1

## **Starting Your PMP Journey**

## **IN THIS PART . . .**

Get familiar with PMI and what it represents.

Discover the requirements of the PMP Exam.

Prepare yourself to study for and take the PMP Exam.

Explore how to keep your PMP credentials.

Try some practice questions to assess your readiness for the PMP Exam.

- » Recognizing the role and purpose of the Project Management Institute
- » Discovering the PMI Talent Triangle
- » Exploring the project management framework

## Chapter **1**

# Welcome to Your PMP Certification Journey

**C**ongratulations on taking the first step in your PMP journey! This chapter is your welcome mat to the world of project management — what I like to call “Planet PMI.” Here, you’ll gain insight into the global standard of project management certification and find out what makes the PMP credential so highly regarded. You’ll take a closer look at the organization behind it all — the Project Management Institute (PMI) — and unpack the essential skills and competencies every project manager needs to excel, as outlined in the PMI Talent Triangle. To help you hit the ground running, I’ll also introduce some foundational terminology to familiarize you with the language of project management.

Let’s dive in!

## PMP: Recognizing the Global Standard

When it comes to project management certification, the Project Management Professional (PMP) credential says, “Mamma, I made it!” in regard to project management excellence. For professionals with project management experience, the PMP certification is the ultimate badge of honor. It signifies a mastery of project

management concepts, techniques, and best practices, distinguishing individuals as competent project management specialists.

The journey toward PMP certification is not an easy one, as it requires a substantial amount of project leadership experience. However, it's precisely the challenges and dedication required that make achieving this certification such a remarkable feat. As a trainer, being part of the PMP certification process fills me with immense pride. Witnessing individuals invest countless hours honing their skills and demonstrating their expertise is a testament to their unwavering determination.



REMEMBER

Here are a few reasons why the PMP designation matters:

- » It is a globally recognized credential.
- » It includes benefits such as industry recognition, professional development, increased job prospects, and higher earning potential.
- » It requires that a project manager meet certain work and education requirements and then pass a rigorous, closed-book, 180-question exam.
- » It reports 32-percent higher compensation than non-credentialed project managers.

This means that you have greater potential for job opportunities, networking, promotions, industries, and compensation as a result. Mamma, I made it!

As you prepare to take the PMP Exam, you may wonder why the requirements to sit for the exam are so stringent. This chapter aims to shed light on the rationale behind these requirements and their significance in maintaining the integrity and value of the PMP certification.

## Introducing the Project Management Institute

You may wonder who makes this all happen with the PMP credential. That would be the Project Management Institute (PMI). PMI is the leading professional association for project management, with over 700,000 PMI members worldwide, offering eight certifications that recognize knowledge and competency, and more than 1,200,000 PMP certification holders worldwide. The PMP certification recognizes project managers who have proven they have the skills to manage projects successfully. The PMP certification was introduced by PMI in 1984, and ever since then, the PMP certification has become the gold standard for project management professionals worldwide.

So there.

PMI has established stringent requirements for candidates to uphold the credibility and value of the PMP certification. These requirements are designed to ensure that individuals who hold the PMP credential possess a standardized level of knowledge, experience, and competence. By maintaining consistent standards, the PMP certification becomes a reliable indicator of a project manager's capabilities across industries and geographical boundaries.

## Professional Skill Sets: Excelling with the PMI Talent Triangle

Another essential aspect of preparing for the PMP journey is understanding the PMI Talent Triangle. The PMI Talent Triangle is a framework introduced by PMI to highlight the key skills and competencies that project managers should possess for success in their roles. These skills are not just about the key competencies of skilled project managers; they also reflect the key domains of the PMP Exam: People, Process, and Business Environment.

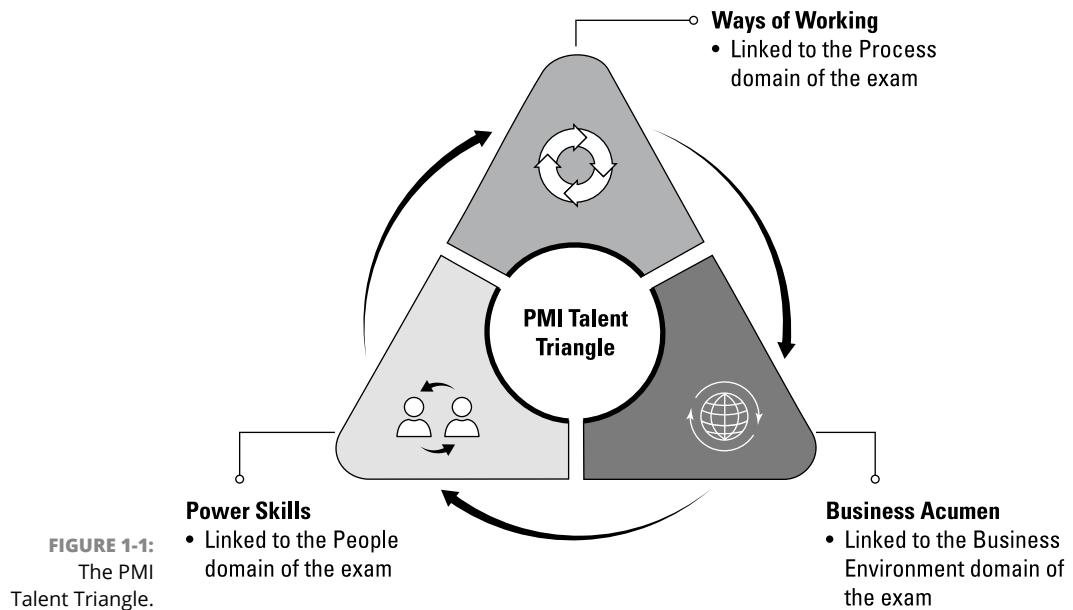
The PMI Talent Triangle represents the ideal set of skills project professionals must develop and sharpen to be successful and work smarter in today's evolving world of project management. Each side of the Triangle reflects the skills project professionals should possess to be successful in their projects. For an illustration of the PMI Talent Triangle, see Figure 1-1.

For further insight on each element of the PMI Talent Triangle, let's take a look at each one and how they're demonstrated in practice.

### Power Skills

Power Skills, formerly Leadership, pertain to interpersonal skills, collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy. Power Skills in practice include the following:

- » Clearly communicating the goals and expectations of the project
- » Clearly and effectively communicating between team members, stakeholders, and clients
- » Delegating tasks effectively, providing feedback, and motivating team members to work towards the project's goals.



**FIGURE 1-1:**  
The PMI  
Talent Triangle.

## Ways of Working

Ways of Working, formerly Technical Project Management, focus on project managers learning different ways to manage their projects, whether they are predictive, Agile, design thinking, or other new practices still to be developed. Ways of Working in practice include the following:

- » Knowing the right tools and techniques to use, given the project context and environment
- » Structuring a project team with the right skills to execute to the project plan

## Business Acumen

Business Acumen, formerly Strategic and Business Management, provides an understanding of the macro- and micro-influences across an organization or industry in order to make effective decisions while understanding how the project aligns with the big picture of broader organizational strategy and global trends. Business Acumen in practice involves the following:

- » Understanding the business, the industry, and how projects align specifically with the organization's strategic objectives