

Rita's Course in a Book® for Passing the
Project Management Professional (PMP)® Exam

MORE THAN
400
SAMPLE EXAM QUESTIONS

Rita Mulcahy's™

PMP®

Exam Prep

Ninth Edition

Inside this book:

- Tricks of the Trade®
- What you really need to know to pass the exam
- Straightforward approach to complex material
- Proven study techniques
- Practice exams and exercises focused on essential concepts

Aligned with the *PMBOK® Guide, Sixth Edition*

For exams taken after March 26, 2018

Rita Mulcahy, PMP, et al.

PMP® Exam Prep

**Accelerated Learning to Pass the
Project Management Professional (PMP)® Exam**

By Rita Mulcahy, PMP, et. al

 **RMC** PUBLICATIONS™

Minnetonka, Minnesota

RMC offers CAPM exam prep courses (classroom or online training) and a CAPM Exam Prep System of products to use in preparing for the CAPM exam. Visit rmcls.com for more information about this series of products and courses.

Keep in mind that just because you qualify on paper to take the exam does not mean you will be able to pass it. You must know project management and have experience applying it—this includes both managing and leading. Consider taking PMIs CAPM® exam if you do not meet the requirements in the previous table. You can find the requirements for the CAPM exam at pmi.org. At the time this book was published, CAPM test takers were required to have a high school diploma as well as 1,500 hours of experience working on projects or 23 hours of project management education to qualify for the CAPM exam.

Are You Ready for the PMP Exam?

In RMC's experience, 50 percent of those who fail the exam do so because they have not had project management training that uses PMI terminology and concepts. This is a serious factor to consider in determining whether you are ready to take the exam. Understanding PMIs approach to managing projects is not as simple as reading the *PMBOK® Guide*. Although reading the *PMBOK® Guide* will help you improve your knowledge, it will not teach you project management. This exam prep book will explain the project management process and help you understand it from PMIs perspective; however, if you find that many of the concepts and terms presented in this book are new to you—or you do not use important tools discussed in this book (such as a charter, WBS, network diagram, and management plans)—you probably need additional project management training before continuing to study.

Another large percentage of people who fail the exam do not have real-world experience working on large projects. Instead, they may be managing a help desk or small projects; some might not even be working as a project manager. The PMP exam is designed to identify those who have not had project management training and who do not have experience. It is not an exam for a beginning project manager or for one who hopes to become a project manager. On the exam, it is helpful to answer questions from the perspective of a project manager who is managing large projects. Therefore, the more experience you have had working on large projects with the tools and techniques as well as the inputs and outputs described in the *PMBOK® Guide*, the better prepared you will be for the exam.

The following are examples of large projects:

- Designing a new call center (versus handling small call center projects)
- Designing a new manufacturing process (versus manufacturing a standard product for a customer)
- Installing commercial software across a company (versus installing a PC desktop operating system and associated software updates)
- Designing and constructing a new building (versus getting an existing building repainted)

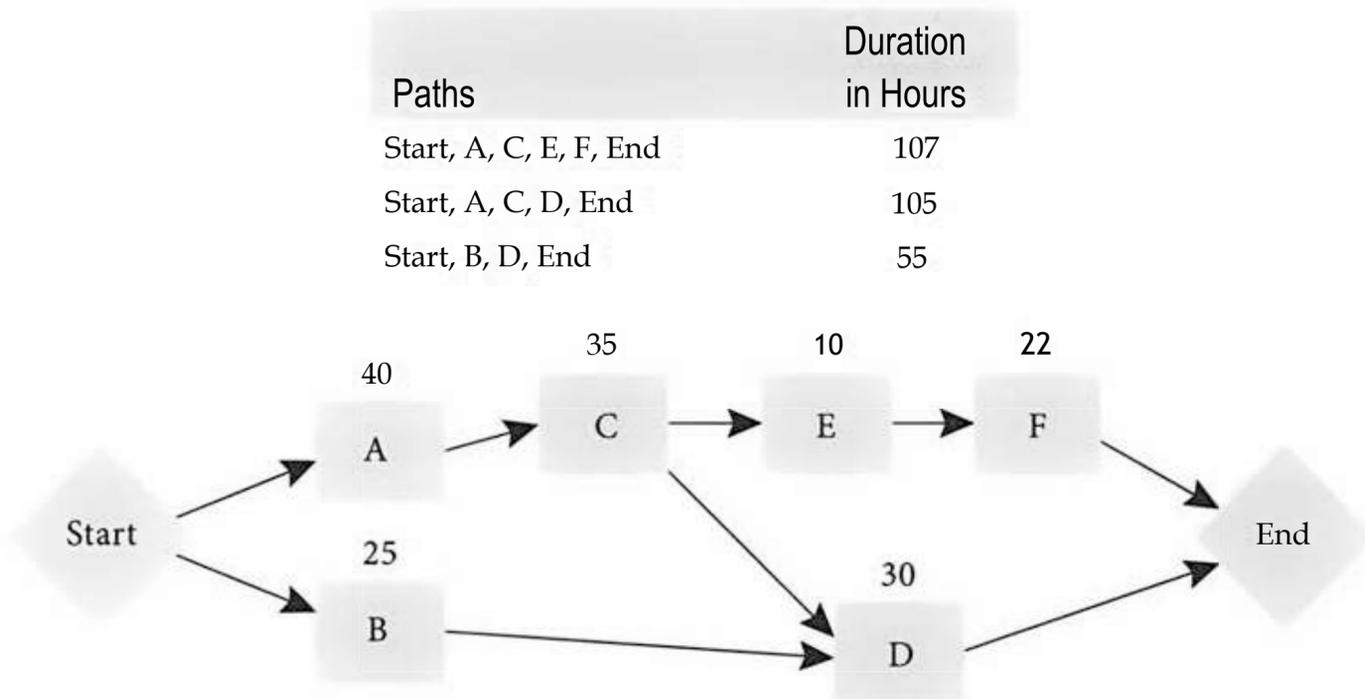
What is the depth of your knowledge and understanding of project management? Review the following list. Do you routinely experience two or more of the following problems on projects? If so, you may benefit from learning more about project management prior to taking the exam.

- Cost or schedule overruns
- Unrealistic schedules
- Excessive changes to the scope or schedule
- Communication problems and increased conflict
- Running out of time near the end of the project
- Unsatisfactory quality
- Low morale
- Team member uncertainty about what needs to be done
- Excessive rework and overtime
- Too many project meetings

Schedule Management **s i x**

23. Answer C

Explanation Did you notice how difficult this question was to read? Such wording is intentional—to prepare you for interpreting questions on the real exam. Looking at this situation, you see there are three paths through the network, as shown in the following table. If the duration of activity B changes from 25 to 37, the activity will take 12 hours longer. As the activity is only on the third path, it will only change the duration of that path from 55 to 55 + 12, or 67 hours. Since the duration of the critical path is 107 hours, the delay with activity B will have no impact on the project timeline or the current critical path.



24. Answer D

Explanation The Develop Schedule process includes all work and uses all inputs needed to come up with a finalized, realistic schedule. As part of the Estimate Activity Durations process, reserves are created to cover identified and unknown schedule risks. All the other items are parts of Control Schedule and occur after the Develop Schedule process.

25. Answer D

Explanation The schedule management plan is the most correct answer. It includes plans for how schedule changes will be managed.

26. Answer B

Explanation Beta distribution uses weighted averages to compute activity durations.

27. Answer C

Explanation Sequencing the activities is the same thing as creating a network diagram, so that has already been done. The Validate Scope process is done during project monitoring and controlling, not during project planning. Since a schedule is an input to risk management, risk management comes after the creation of a preliminary schedule, and so that is not the next thing to do. Creating the preliminary schedule is next.

28. Answer D

Explanation The question is really asking, "What is done after the Estimate Activity Durations process?" The work breakdown structure and activity list are done before Estimate Activity Durations. The schedule is not finalized until after schedule compression. Therefore, compressing the schedule is done next.

Cost Management

S E V E N

Do you create a budget for your projects? Do you have practical experience managing and controlling project costs? The questions on the exam are written to test whether you have such experience. If these efforts are not part of how you manage your real-world projects, make sure you read this chapter carefully and fully understand the concepts discussed.

Many people are nervous about questions relating to earned value. This chapter should help ease your mind. There have typically been 15 to 20 questions on earned value on the exam. Not all these questions have required earned value calculations. Some questions may only require you to interpret earned value terminology and analysis results. With a little study, earned value questions should be easy.

On the exam, there is a strong connection between cost management and schedule management. Some topics (including planning, estimating, and monitoring and controlling) covered here in the Cost Management chapter also apply to the Schedule Management chapter. The Schedule Management chapter included information on estimating techniques that can be used for both schedule and cost estimating. Earned value analysis is discussed later in this chapter, and is another example of a technique that can be used for both cost and schedule.

The Schedule Management chapter describes the decomposition of work packages into smaller components, or activities. For many projects, cost estimates are created at the activity level. On some large projects, however, it might be more practical to estimate and control costs at a higher level, called a control account. (See the Scope Management chapter for more on control accounts.)

QUICKTEST

- Cost management process
- Earned value analysis
 - PV
 - EV
 - AC
 - CPI
 - SPI
 - BAC
 - EAC
 - ETC
 - VAC
 - CV
 - SV
 - TCPI
- Cost baseline
- Cost budget
- Performance measurement baseline
- Three-point estimating
- Analogous estimating
- Bottom-up estimating
- Parametric estimating
- Inputs to estimating costs
- Cost management plan
- Rough order of magnitude (ROM) estimate
- Definitive estimate
- Budget estimate
- Reserve analysis
- Contingency reserves
- Management reserves
- Cost risk
- Variable/fixed costs
- Direct/indirect costs
- Life cycle costing
- Value analysis
- Control thresholds
- Progress reporting
- Cost of quality
- Return on investment (ROI)
- Discounted cash flow

Cost Management **S E V E N**

INITIATING	PLANNING (This is the only process group with a set order.)	EXECUTING	MONITORING & CONTROLLING	CLOSING
Select project manager	Determine development approach, life cycle, and how you will plan for each knowledge area	Execute work according to the project management plan	Take action to monitor and control the project	Confirm work is done to requirements
Determine company culture and existing systems	Define and prioritize requirements	Produce product deliverables (product scope)	Measure performance against the performance measurement baseline	Complete final procurement closure
Collect processes, procedures, and historical information	Create project scope statement	Gather work performance data	Measure performance against other metrics in the project management plan	Gain final acceptance of product
Divide large projects into phases or smaller projects	Assess what to purchase and create procurement documents	Request changes	Analyze and evaluate data and performance	Complete financial closure
Understand business case and benefits management plan	Determine planning team	Implement only approved changes	Determine if variances warrant a corrective action or other change request(s)	Hand off completed product
Uncover initial requirements, assumptions, risks, constraints, and existing agreements	Create WBS and WBS dictionary	Continuously improve; perform progressive elaboration	Influence factors that cause change	Solicit customer's feedback about the project
Assess project and product feasibility within the given constraints	Create activity list	Follow processes	Request changes	Complete final performance reporting
Create measurable objectives and success criteria	Create network diagram	Determine whether quality plan and processes are correct and effective	Perform integrated change control	Index and archive records
Develop project charter	Estimate resource requirements	Perform quality audits and issue quality report	Approve or reject changes	Gather final lessons learned and update knowledge bases
Identify stakeholders and determine their expectations, interest, influence, and impact	Estimate activity durations and costs	Acquire final team and physical resources	Update project management plan and project documents	
Request changes	Determine critical path	Manage people	Inform stakeholders of all change request results	
Develop assumption log	Develop schedule	Evaluate team and individual performance; provide training	Monitor stakeholder engagement	
Develop stakeholder register	Develop budget	Hold team-building activities	Confirm configuration compliance	
	Determine quality standards, processes, and metrics	Give recognition and rewards	Create forecasts	
	Determine team charter and all roles and responsibilities	Use issue logs	Gain customer's acceptance of interim deliverables	
	Plan communications and stakeholder engagement	Facilitate conflict resolution	Perform quality control	
	Perform risk identification, qualitative and quantitative risk analysis, and risk response planning	Release resources as work is completed	Perform risk reviews, reassessments, and audits	
	Go back – iterations	Send and receive information, and solicit feedback	Manage reserves	
	Finalize procurement strategy and documents	Report on project performance	Manage, evaluate, and close procurements	
	Create change and configuration management plans	Facilitate stakeholder engagement and manage expectations	Evaluate use of physical resources	
	Finalize all management plans	Hold meetings		
	Develop realistic and sufficient project management plan and baselines	Evaluate sellers; negotiate and contract with sellers		
	Gain formal approval of the plan	Use and share project knowledge		
	Hold kickoff meeting	Execute contingency plans		
	Request changes	Update project management plan and project documents		

Rita's Process Chart™
Cost Management
 Where are we in the project management process?

FIFTEEN Tips for Passing the PMP Exam

Project Management Process	Knowledge Area	Process Group	What Does It Include?	What Knowledge Area Process Comes Before?	What Knowledge Area Process Comes After?
Sequence Activities					
Collect Requirements					
Direct and Manage Project Work					
Develop Project Management Plan					
Develop Schedule					
Validate Scope					
Perform Qualitative Risk Analysis					
Identify Stakeholders					