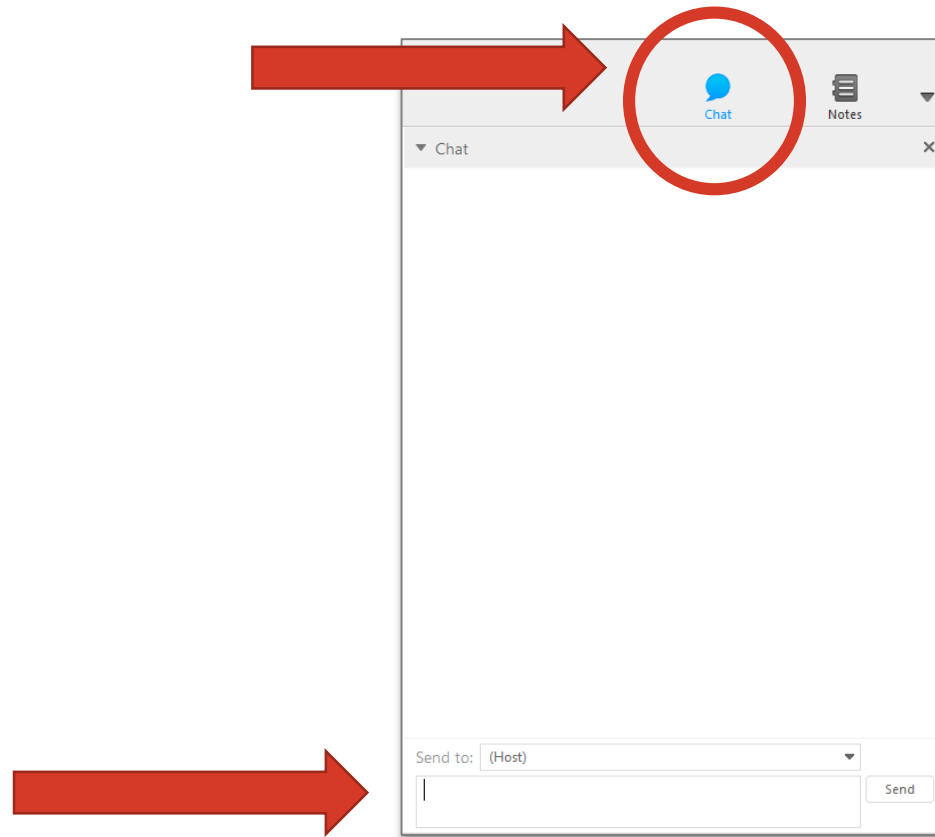


PMP® EXAM
SUCCESS
STRATEGIES
WEBINAR SERIES

Solutions to the Top 5 PMP® Exam Challenges

Wed, 17 Feb | 12:00 pm EST

Webinar Functionality



Agenda

1. Introduction to the PMP Certification
2. Top 5 PMP Exam Challenges
3. Recommendations to Overcome Challenges
4. Questions & Answers

Speakers



Jeanne Dorle, PMP, PgMP, Ph.D., J.D.
PMP Instructor
MSPM Program Faculty, University of Wisconsin – Platteville and Walden University



Kori Heinen, PMP, M.S.
Director, Product Development
CertWise - Holmes Corporation



Anne
2015 CertWise student
2016 PMP Credential holder

Project Management Professional (PMP®)

- The PMP is considered the *gold standard* of project management certification.



Project Management Professional (PMP®)

- The PMP is considered the *gold standard* of project management certification.
- It validates a candidate's competence to perform the role of project manager, leading and directing projects and teams.



Top 5 PMP Exam Challenges

- 1) Understanding PMP Eligibility & Application Process
- 2) Deciphering the *PMBOK® Guide*
- 3) Preparing for All Types of PMP Exam Questions
- 4) Learning the Key PMP Exam Formulas
- 5) Studying for Success on the PMP Exam

Studying for Success

The Learning System for PMP Exam Preparation



CHALLENGE

1

Understanding PMP® Eligibility & Application Process

5-Step Process to Apply



PMP Exam

- 4-hour timed standardized test
 - Computer-based or paper-based, depending on location
 - No scheduled breaks
 - 15 minutes allotted for system tutorial and end of exam survey (optional)
- 200 multiple-choice questions
 - 175 scored questions
 - 25 pretest (unscored) questions
- Must show valid government-issued identification
- You cannot bring anything or anyone into the testing area where you take the exam
- Scrap paper and calculator will be supplied by the testing center



PMP Eligibility Requirements

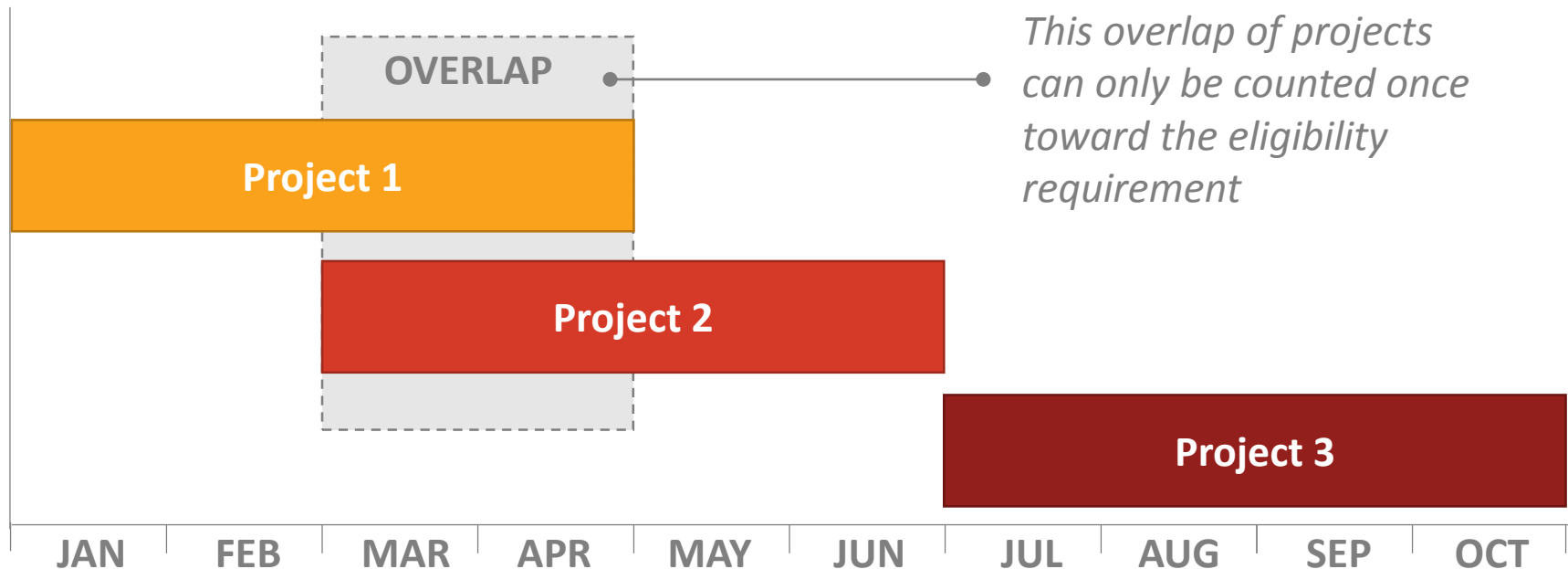
Education Background	Project Management Experience	Project Management Education
Secondary degree	<ul style="list-style-type: none"> • Minimum 5 years (60 months) unique, non-overlapping project management experience • 7,500 hours leading and directing projects 	35 contact hours of formal education

OR

Four-year degree	<ul style="list-style-type: none"> • Minimum 3 years (36 months) unique, non-overlapping project management experience • 4,500 hours leading and directing projects 	35 contact hours of formal education
------------------	---	--------------------------------------

Project Management Experience

Total Number of Months



Project Management Experience

Total Number of Hours

PMP Exam Content Outline

- Domain I: Initiating
- Domain II: Planning
- Domain III: Executing
- Domain IV: Monitoring and Controlling
- Domain V: Closing

**4,500
(or 7,500)
hours**

Project Management Education

35 Contact Hours



Qualifies:


- ✓ PMI REPs
- ✓ PMI Chapters
- ✓ Employer/company-sponsored programs
- ✓ Training companies or consultants
- ✓ Distance-learning companies (including an end-of-course assessment)
- ✓ University/college academic and continuing education programs



Does NOT Qualify:

- ✓ PMI chapter meetings
- ✓ Self-directed learning

PMP Application: Experience Verification


PMP® Certification Application
PAGE 3 OF 6 | EXPERIENCE VERIFICATION

Use the Experience Verification form to document at least 7,500 hours of experience leading and directing projects (4,500 hours if you hold a Bachelor's degree/global equivalent), along with 35 contact hours of formal project management education.

Number your projects and submit one set of Experience Verification Forms per project. Please copy these forms if you require additional space.

Project #:	Project Title:	Start Date (MM/YYYY):	Completion Date (MM/YYYY):
Project Role: --select one--		Project Industry:	
Job Title:		Organization Name:	
Organization Address:		City:	State/Province/Territory:
		Country:	Zip/Postal Code:
Phone (Country Code, Area/State/City Code, Phone Number):		Extension:	

Please identify and provide current information for your primary contact on this project so that PMI can verify your professional work experience.

First Name (given name):	Last Name (family name, surname):
--------------------------	-----------------------------------

Contact Relationship:
 Project Sponsor
 Manager/Director
 Client
 Primary Stakeholder

Phone (Country Code, Area/State/City Code, Phone Number):	Extension:	E-mail:
---	------------	---------

PMP Application: Experience Verification

For each project, please list the number of hours you have spent leading and directing the tasks noted in the five process groups. Next, add the total hours per process and record that number in the boxes at the bottom of each section. Remember to record the project number that corresponds with the project documented at the top of the Experience Verification form. Please ensure your description is between 50-80 words (300-500 characters).

Initiating the Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Planning the Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Executing the Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Controlling the Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Closing the Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	
Total Hours for Project: <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>	

[YOUR INFORMATION](#) | [EXPERIENCE VERIFICATION](#) | [EDUCATION](#) | [GENERAL INFORMATION](#) | [PAYMENT](#)

Challenge #1 Solution

TIPS:

- Record all of your experience **prior** to starting your application
- Document all project start and end dates to ensure you meet the *number of months* eligibility requirements
- Document all project management hours by domain and tasks to make sure you meet the *experience hours* requirements.

Challenge #1 Solution



Interactive
application prep
worksheet

ApplicationPreparationWorksheet.xlsx [Read-Only] - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Calibri 11

B I U

Clipboard Font Alignment Number Styles Cells Editing

B5

	A	B	C	D	E	F
1	PMP Application Form Worksheet					
2	Project Leadership Experience Tab					
3	Your Name					
4		Most Recent Project	2nd Most Recent	3rd	4th	5th
5	Project Number <i>(Enter a unique number, can be sequential)</i>					
6	Project Title					
7	Start Date <i>(MM/YYYY)</i>					
8	Completion Date <i>(MM/YYYY)</i>					
9	Domain I: Initiating <i>(Enter task hours in blue fields)</i>	0.0	0.0	0.0	0.0	0.0
10	Task 1: Assess the project and its feasibility using stakeholder meetings etc. given assumptions and constraints.					
11	Task 2: Define key deliverables based on business requirements to manage customer expectations and direct achievement of project goals.					
12	Task 3: Perform stakeholder analysis using appropriate tools and techniques to align expectations and gain support.					
13	Task 4: Identify and document high-level risks, assumptions and constraints based on enterprise environmental factors and organizational process assets.					
14	Task 5: Participate in the development of the project charter.					
15	Task 6: Obtain approval for the project charter.					
16	Task 7: Conduct benefit analysis with stakeholders to validate project alignment with organizational strategy.					

Introduction Education Experience_Hour_Log Project_Summaries

Challenge #1 Solution



Interactive application prep worksheet

ApplicationPreparationWorksheet.xlsx [Read-Only] - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Calibri 16

Clipboard Font Alignment Number Styles Cells Editing

A1 : =Introduction!A1

	A	B	C	D
1	PMP Application Form Worksheet			Needed
2	Total Project Management Hours	2745.0	hours	4
3	Total Consecutive Non-Overlapping Project Management Months	41.0	months	
4				
5	Project Summaries Tab	1st (Most Recent to Least Recent)	2nd	3rd
6	Project Number		1	2
7	Project Title	Project 1	Project 2	Project 3
8	Project Start	1-Jan-2012		1-Dec-2010
9	Project End	1-May-2014		1-Jan-2012
10	Calendar Time (Nonoverlapping Days)	852		397
11	Initiating Hours	40.0		85.0
12	Planning Hours	40.0		120.0
13	Executing Hours	320.0		1020.0
14	Monitoring and Controlling Hours	160.0		860.0
15	Closing Hours	20.0		80.0
16	Total Hours	580.0		2165.0
17	Initiating Percent	6.9%		3.9%
18	Planning Percent	6.9%		5.5%
19	Executing Percent	55.2%		47.1%
20	Monitoring and Controlling Percent	27.6%		39.7%
21	Closing Percent	3.4%		3.7%
22	Qualifying Months	28.0		13.1

Introduction Education Experience_Hour_Log **Project_Summaries**

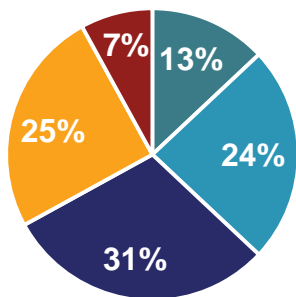
CHALLENGE 2

Deciphering the *PMBOK*® Guide

PMP Exam

- Based on the tasks, knowledge and skills listed in the *PMP Exam Content Outline*

PMP® Exam Weighting by Process Group:



- Initiating = **13%**
- Planning = **24%**
- Executing = **31%**
- Monitoring and Controlling = **25%**
- Closing = **7%**

PERFORMANCE DOMAIN I: INITIATING	
Domain I	Initiating – 13%
Task 1	Perform project assessment based upon available information, lessons learned from previous projects, and meetings with relevant stakeholders in order to support the evaluation of the feasibility of new products or services within the given assumptions and/or constraints.
Task 2	Identify key deliverables based on the business requirements in order to manage customer expectations and direct the achievement of project goals.
Task 3	Perform stakeholder analysis using appropriate tools and techniques in order to align expectations and gain support for the project.
Task 4	Identify high level risks, assumptions, and constraints based on the current environment, organizational factors, historical data, and expert judgment, in order to propose an implementation strategy.
Task 5	Participate in the development of the project charter by compiling and analyzing gathered information in order to ensure project stakeholders are in agreement on its elements.
Task 6	Obtain project charter approval from the sponsor, in order to formalize the authority assigned to the project manager and gain commitment and acceptance for the project.
Task 7	Conduct benefit analysis with relevant stakeholders to validate project alignment with organizational strategy and expected business value.
Task 8	Inform stakeholders of the approved project charter to ensure common understanding of the key deliverables, milestones, and their roles and responsibilities.
	Knowledge and Skills: ¹ <ul style="list-style-type: none"> Analytical skills Benefit analysis techniques Elements of a project charter Estimation tools and techniques Strategic management

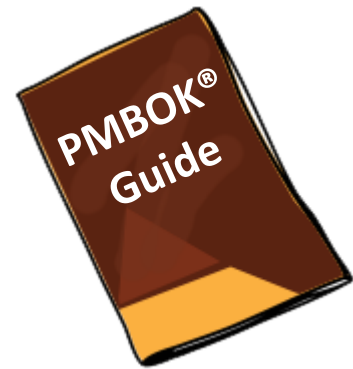
¹ In addition to domain-specific knowledge and skills, these specifications include a set of cross-cutting knowledge and skills used in multiple domains. The Cross-Cutting Knowledge and Skills table is found in the section on Cross-Cutting Knowledge and Skills.

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P/0 PMP Examination Content Outline – June 2016
6

PMBOK® Guide

Subset of BOK practices that:

- Are widely recognized as good practices.
- Add value to all types of projects.
- Apply to most projects most of time.
- Lead to the right projects being done.
- Enhance the likelihood of success.



B | O | K

Body of Knowledge

Challenge #2 Solution

TIPS:

- Prepare for the exam using PMP study materials
 - Complete a PMP prep course
 - Utilize an expert (instructor, current PMP)
 - Review a PMP prep book
 - Practice using sample test questions

Challenge #2 Solution

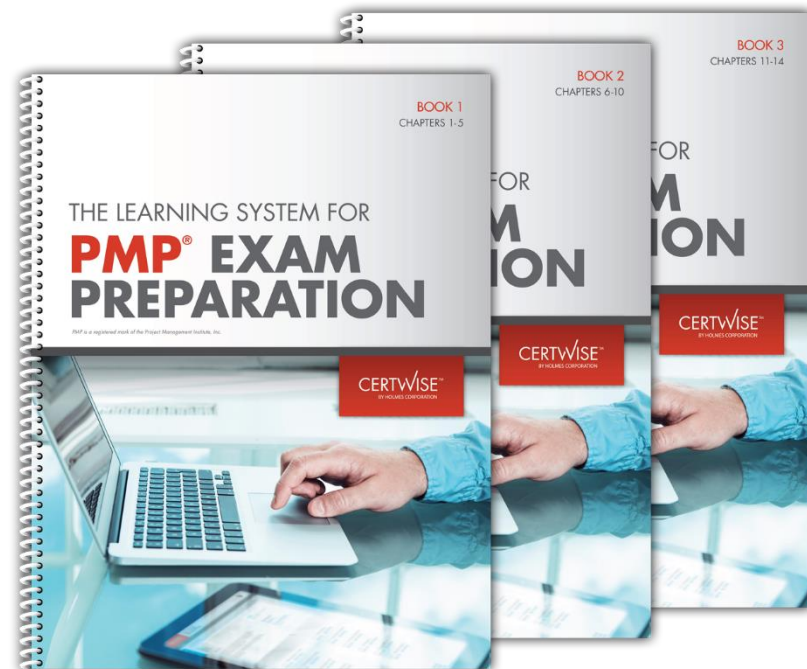
The Learning System for PMP Exam Preparation



Challenge #2 Solution

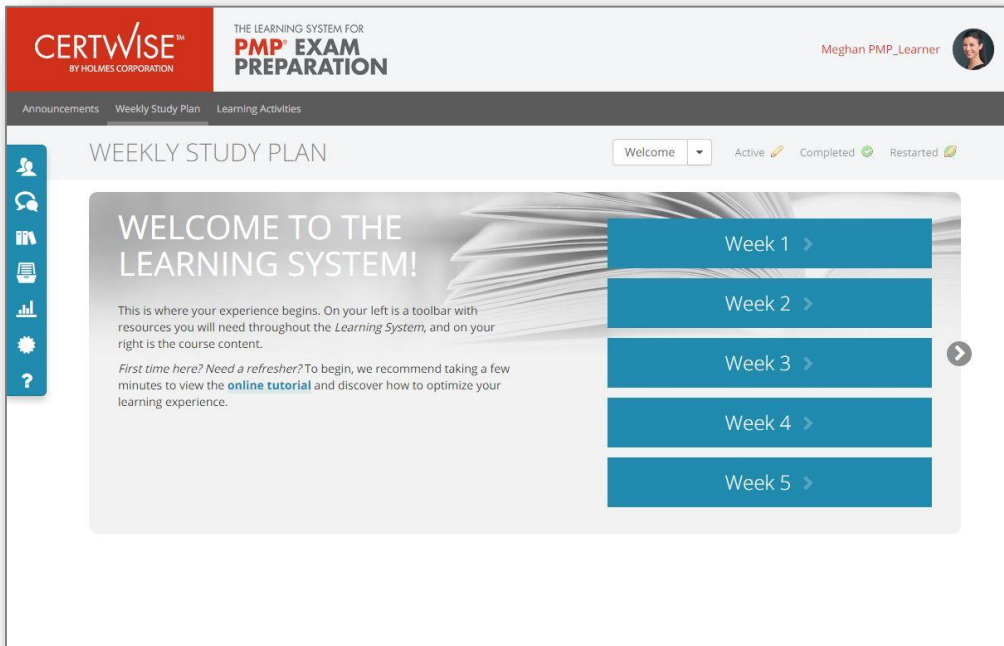
Reading materials (textbooks)

- Three books; 14 chapters
- Align with *PMP Exam Content Outline* (covering *PMBOK® Guide* and key project management concepts)
 - ✓ 5 Process Groups
 - ✓ 10 Knowledge Areas
 - ✓ 47 processes



Challenge #2 Solution

Online reinforcement tools



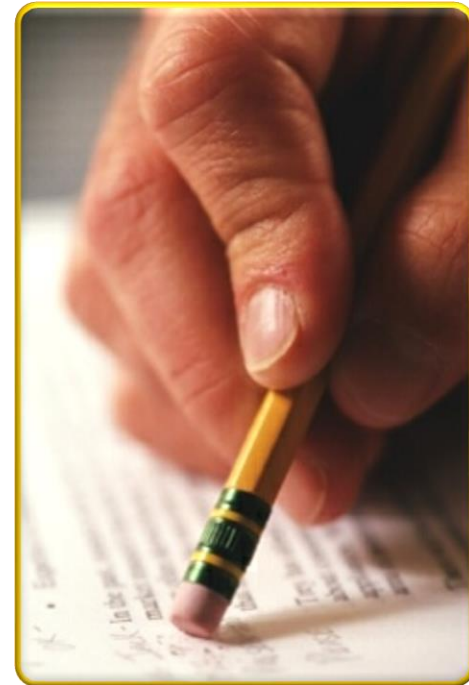
- Pre-Test
- Chapter-Specific Quizzes
- Process Group Quizzes
- Glossary
- Chapter-Specific Flashcards
- Post-Test
- Practice Exam
- Resource Center

CHALLENGE 3

Preparing for All Types of PMP® Exam Questions

Types of Questions on the PMP Exam

1. Knowledge-based questions
2. Situation-based questions
3. Process questions (*Inputs, Tools & Techniques, Outputs*)
4. Formula-based questions
5. Interpretational questions



Knowledge-based Questions



What is the purpose of the procurement audit in the Close Procurements process?

- A. To review the product being created
- B. To review how well the seller is doing the job
- C. To identify outstanding issues
- D. To gather lessons learned

Answer: D

The objective of a procurement audit is to examine successes and failures and gather lessons learned.

Situation-based Questions



A risk register lists the following for a risk. “If customer focus groups reject the product feature, then the scope curtailment plan will be put into effect.” If this focus group liked the product feature, what should the project manager do?

- A. Retire the risk.
- B. Delete the risk.
- C. Move the risk to a watchlist.
- D. Repurpose the response plan for similar risks.

Answer: A

Risks related to particular internal or external events will either have occurred or not occurred once those events have come to pass. This is why the risk register has a date field. Risks that have expired or cannot affect the project any longer are retired and marked as such in the risk register.

Process Questions



Which of the following is an input to the Manage Stakeholder Engagement process?

- A. Issue log
- B. Stakeholder register
- C. Change log
- D. Interpersonal skills

Answer: C

The change log is an input and the issue log is an output of this process. Interpersonal skills are a tool and technique used in the process, while the stakeholder register is an input of Plan Stakeholder Management.

Formula-based Questions



Historically a type of activity has taken 16 weeks. But the team has never done this before, and you fear it could take half again as long. Your trusted assistant thinks it will actually take less time because of improved product tools—12 weeks. What would be the PERT estimate for this activity?

- A. 14.67 weeks
- B. 16.67 weeks
- C. 17.33 weeks
- D. 25 weeks

Answer: B

$$\frac{12 (tO) + [4 \times 16 (tM)] + 24 (tP)}{6} = 16.67 \text{ weeks}$$

6

Interpretational Questions



Your project has a cost performance index of 1.2 and a schedule performance index of 0.8. What does that imply?

- A. The project is under budget and behind schedule.
- B. The project is over budget and ahead of schedule.
- C. The project is under budget and ahead of schedule.
- D. The project is over budget and behind schedule.

Answer: A

For all EVM indices except the to-complete performance index, any value less than 1.0 is bad (proceeding at a rate to miss the schedule or budget) and any value greater than 1.0 is good (proceeding at a rate to finish ahead of schedule or under budget).

Challenge #3 Solution

TIPS:

- It is important to understand the process map:
 - Where are you in the project?
 - You will be asked for sequence of processes—What happens next?
 - What activities recur in the project?
- Memorize your formulas
- Practice all types of questions prior to taking the exam



Use the time at the beginning of your exam to do a ***“brain dump”*** of the process map and key formulas.

Challenge #3 Solution

The Learning System has
over **900** online practice
questions

- Pre-test
- Chapter quizzes
- Process Group quizzes
- Post-test
- Practice Exam

The screenshot displays the 'WEEKLY STUDY PLAN' interface for 'Week 2'. The main content area is titled 'WEEK 2' and includes an 'INTRODUCTION' section with a welcome message and a list of learning objectives. The 'LEARNING OBJECTIVES' section states: 'At the end of this week, you should be able to: Charter a project and leverage statements of work,'. To the right, an 'ASSIGNMENTS' panel lists tasks for 'CHAPTER 4 - 3 HOURS' and 'CHAPTER 5 - 3 HOURS', including reading, video, quiz, exercise, and discussion items with their respective durations and completion status.

CHALLENGE 4

Learning the Key PMP Exam Formulas

Key Formulas

- Triangular Distribution Estimate
- Beta Distribution Estimate (PERT)
- Standard Deviation
- Critical Path
- Early Finish (forward pass)
- Late Start (backward pass)
- Late Finish
- Total Float
- Free Float
- Communication Channels
- Planned Value
- Earned Value
- Actual Cost
- Cost Variance
- Cost Performance Index
- Schedule Variance
- Schedule Performance Index
- Estimate at Completion
- Estimate to Complete
- Variance to Completion
- To-Complete Performance Index
- Expected Monetary Value
- Point of Total Assumption

Challenge #4 Solution

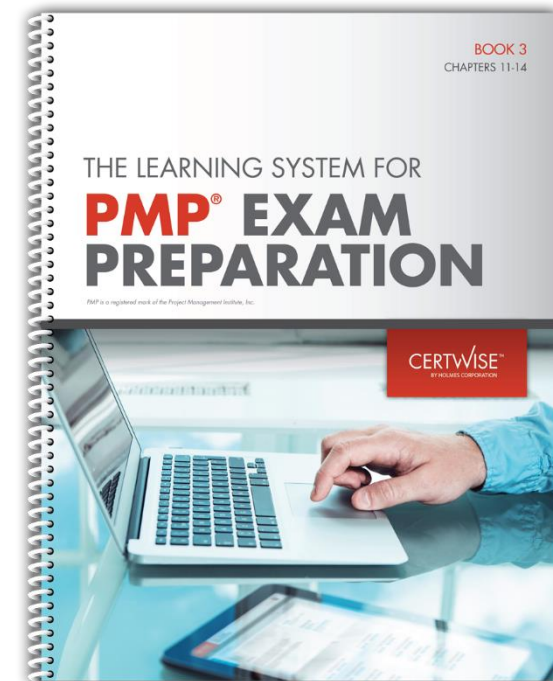
TIPS:

- Memorize the formulas – know them inside and out!
- Practice your “brain dump”
 - Write out all of the formulas on your scratch paper
- Practice formula questions prior to taking the exam

Challenge #4 Solution

Practice!

- Complete all of the provided worksheets in Chapter 14.
- These are also available in electronic format in the online Resource Center.



CHALLENGE 5

Studying for Success on the PMP® Exam

Exam Study Tips

What worked for me

- Block off time to study
- Start slow
- Use Chapter 14 right away—review it first
- Study in a variety of locations, with friends
- Hold yourself accountable and power through it
- Participate!
- Set target dates—milestones along the way

Exam Study Tips

What I liked about the Learning System

- All the resources available, especially the online interactive worksheets in the resource center from Chapter 14
- All the tests
- The flashcards—especially for people who struggle with terminology
- Preparing for the weekly webinar really made you focus on your weaknesses and areas you are struggling in which also helps focus your study more generally
- The reading materials! They are so comprehensive



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Special Offer: Save US\$300 on the **March 1 – April 15** Online Course Session

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Questions?