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Quick Reference Guide Is Intended To Provide A Quick

PMP EXAM
How To Pass On Your First Try
FIFTH EDITION
Andy Crowe, PMP

Quick

REFERENCE GUIDE

FOUNDATIONAL CONCEPTS

Project: a temporary group of related tasks undertaken to create a unique product, service, or result

Program: a group of related projects and operations coordinated together in a larger effort than a project

Portfolio: an organization's entire investment in projects and programs (see [Figure 1.1](#))

Project Management: using skills, knowledge, and resources to satisfy project requirements

Processes: 1 of 47 packages of inputs, tools, and outputs used to produce specific outputs for the project (see [Figure 2.1](#))

Phase: group of project activities separated by milestones to produce phase deliverables

Project Life Cycle: a group of project phases specified by an organization's project management methodology

Methodology: an organization's specific implementation of project processes, a set of ideas to manage a project

Triple Constraint: the concept that scope, time, and cost are interrelated; one cannot change without affecting at least one of the others (also known as the "Iron Triangle" (see [Figure 3.1](#)))

Baseline (B): the original plan plus all approved change requests, schedule, cost

System: a set of formal management procedures, rules, processes, people, etc. that support an outcome

Historical Information: information from previous projects used to evaluate future project decisions

Lessons Learned: documented voluntary historical information used to avoid variances in future projects

Progressive Elaboration: an iterative approach where planning occurs in cycles rather than only up front

PM Skills: Leading, Communicating, Negotiating, Problem-solving, Influencing, Delegating, and Being Proactive

PROJECT ROLES

Project Manager: the person ultimately responsible for the project, authorized to spend budget and assign resources to realize project goals

Project Coordinator: a role weaker than a project manager; may assign project resources but not authorized to spend funds

Project Expediter: a role weaker than a project coordinator; reports on project progress without authority to assign resources or spend funds

Project Sponsor: responsible for funding the project; typically a senior manager; may or may not be the customer

Sponsor Management: a role higher in organization than the project manager; prioritizes projects, authorizes PM, resolves organization conflicts and issues

Stakeholder: a person or group having an interest, whether positive or negative, in the result of the project

Functional Manager: a department manager who "owns" project resources; administers human resources management responsibilities for employees

Project Office: a supporting or controlling department regarding methodologies, tools, standards, best practices, and skills

Program Manager: responsible for programs; coordinating several related projects to achieve a customer goal

ORGANIZATION TYPES & PROJECT MANAGER POWER

Functional: team members work for a department; may be loaned to a project at some time or not PM career

Project-based: PM is manager of projects and resources; has complete authority

Matrix: Coordinator with functional manager and project manager; PM has more power in Strong Matrix, equal in Balanced Matrix, and less in Weak Matrix

LESS AUTHORITY ← Functional Matrix Balanced Matrix Strong Matrix Project-based MORE AUTHORITY

PROCESS FRAMEWORK

KNOWLEDGE AREAS (11) (9 processes)

- Integration Management (IM) 4
- Scope Management (SM) 6
- Time Management (TM) 7
- Cost Management (CM) 4
- Quality Management (QM) 2
- Human Resource Management (HRM) 4
- Communications Management (COM) 3
- Risk Management (RM) 3
- Procurement Management (PM) 4
- Stakeholder Management (SM) 4

47 PROCESSES

Process	IM	SM	TM	CM	QM	HRM	COM	RM	PM	SM
IM	1	1	1	1	1	1	1	1	1	1
SM	1	1	1	1	1	1	1	1	1	1
TM	1	1	1	1	1	1	1	1	1	1
CM	1	1	1	1	1	1	1	1	1	1
QM	1	1	1	1	1	1	1	1	1	1
HRM	1	1	1	1	1	1	1	1	1	1
COM	1	1	1	1	1	1	1	1	1	1
RM	1	1	1	1	1	1	1	1	1	1
PM	1	1	1	1	1	1	1	1	1	1
SM	1	1	1	1	1	1	1	1	1	1

PROCESS GROUPS (5) (9 processes)

- Initiating (IN) 2
- Planning (PL) 24
- Executing (EX) 8
- Monitoring and Controlling (MC) 11
- Closing (CL) 2

COMMON INPUTS, TOOLS, AND OUTPUTS

Inputs: Organizational Process Assets (OPA), Enterprise Environmental Factors (EEF), Project Management Plan (PMP), Risk Register, Work Performance, Work Performance Reports

Tools: Expert Judgment, Meetings, Analytical Techniques, Facilitation Techniques, Project Management Information System (PMIS)

Outputs: Change Requests, Update PMP, Project Docs, and Other, Work Performance Information

FOR USE WITH:

PMP EXAM
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Why do we use it?

Quick Reference Guide Is Intended To Provide A Quick Determined for cash, Jenkins agrees into the mission and heads on the Russian capital. But when he finds the mastermind agent behind the assassinationsâ€”the so-known as eighth sisterâ€”she's not who or what he was led to believe. Nevertheless, neither is any person else In this particular fatal match of cat and mouse.

Where does it come from?

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1. How to Make a Quick

A **quick-reference guide** is any documentation that **provides a** one- or two-page set of condensed instructions on how to use a product. They can be highly detailed or very simple, depending on what's needed.

2. APA 7th Edition Quick Reference Guide Version 1

The Concise **Guide is intended** for undergraduate students writing papers ... Secondary sources: **provide a reference** for the secondary source. In the text of your paper, if you are unable to access and read the primary source, identify the primary source, ... APA 7th Edition **Quick Reference Guide**. Version 1

3. Quick Reference Guides TMHP

Quick Reference Guides Last updated on 8/24/2020 TMHP is committed to providing timely and accurate information to state health-care program providers. The Texas Medicaid and Children with Special Health Care Needs (CSHCN) Services Program provider manuals are the primary source of program policies and procedures.

4. Industry Quick Reference Guide to the FDA ACE Supplemental

The Industry **Quick Reference Guide** to the FDA ACE SG is a resource to help importers and filers understand the information reported to FDA for FDA-regulated products offered for import into the...

5. Internal Revenue Service

This **guide is intended to provide** basic information on the subjects covered. It reflects the interpretation by the IRS of tax laws, regulations, and court decisions. The explanations in the **guide** are **intended** for general guidance only, and are not **intended to provide a** specific legal determination with respect to a particular set of circumstances.

6. Quick Reference Guides QRGs GSA

Quick Reference Guides (QRGs) The following table lists the QRGs that are available to ePM users. Each QRG is available as a PDF file and can be accessed by clicking on the hyperlink..... A QRG Summary [PDF - 718 KB] defines the **intended** audience for each QRG.

7. Quick Reference Guides

Quick Reference Guides. The **Quick Reference Guides provide** step-by-step instructions for how to accomplish a task or activity within California's assessment programs. ... (PDF) - This resource is **intended** for California educators and requires district log-in credentials. Interim Assessments - How to Start a Test Session (PDF) ...

8. Quick Service Guides Postal Explorer

Quick Service Guides (QSGs) are **intended to provide** an overview of mailing standards on the applicable subject matter. For complete information, please see the Domestic Mail Manual (DMM). 100 Retail Letters, Cards, Flats, and Parcels 110 Priority Mail Express

9. Animal Welfare Act Quick Reference Guides Animal Welfare

The requirements of the Animal Welfare Act (link is external) on are set forth under the Regulations and Standards in the Title 9 Code of Federal Regulations (CFR), Chapter 1, Subchapter A - Animal Welfare (link is external). These **reference guides provide** the section numbers of the 9 CFR Regulations and Standards that pertain to the responsibilities and functions of roles (such as Attending ...

10. QUICKMAN June 2020

USN/USMC Commander's **Quick Reference ... (XOI) Guide 172 ... References (a)** through (c) detail specific policies, **provide** guidance, and identify command responsibilities for handling sexual assault allegations. Sex-related crimes are found in Articles 120-120c of the UCMJ. The definition of "sexual

11. EVALUATION OF ADULTS

The Practice Guidelines and the **Quick Reference Guides** are not **intended to** be construed or to serve as a standard of medical care. Standards of medical care are determined on the basis of all clinical data available for an individual patient and are subject to change as scientific knowledge and technology advance and practice patterns evolve.

12. Surface Water Treatment Rules Drinking Water

SWTRs **Quick Reference Guides**. Comprehensive Surface Water Treatment Rules **Quick Reference Guide: Systems Using Conventional or Direct Filtration** (PDF) (4 pp, 254 K, About PDF) EPA 816-F-04-003) Comprehensive Surface Water Treatment Rules **Quick Reference Guide: Systems Using Slow Sand, Diatomaceous Earth, or Alternative Filtration** (PDF) (4 pp, 130 K, About PDF) EPA 816-F-04-002

13. A Quick Reference Guide REQUIREMENTS ACT SECRECYBANK

A **Quick Reference Guide** for Money Services Businesses Financial Crimes Enforcement Network ... This pamphlet is **intended** only as general guidance ... **provide** money transfers or currency dealing or exchange; or businesses that issue, sell, or redeem money orders or ...

14. Heartsaver First Aid Quick Reference Guide

Reference Card Reference Cards are portable and convenient **quick-reference guides** that **provide** easy access to life-saving information.

15. Philadelphia Zoning Code Information Manual Quick Guide

The Philadelphia Zoning Code **Quick Reference** Manual is **intended as a general guide to** users of Title 14 of The Philadelphia Code (the Zoning Code). It is not a substitute for any adopted ordinances or codes. The Philadelphia Zoning Code **Quick Reference** Manual **provides** additional details on use and dimensional standards. If these

16. How to Meet WCAG Quick Reference

Controls, Input: If non-text content is a control or accepts user input, then it has a name that describes its purpose. (Refer to Success Criterion 4.1.2 for additional requirements for controls and content that accepts user input.) Time-Based Media: If non-text content is time-based media, then text alternatives at least **provide** descriptive identification of the non-text content.

17. ESG Program ponents Quick Reference Guide

Description This **guide provides a quick reference to** services and supports eligible under the Emergency Solutions Grants (ESG) Program. The **guide** highlights the five program components of the ESG Program and **provides a** list of corresponding ESG activities for each component.

18. 2021 Quick tax reference

2021 **Quick Tax Reference Guide** is summary in nature and is current and accurate as of 01/1/2021. Users of this **guide** are advised to refer to the complete legislation or other ... This brochure is designed to **provide** accurate and authoritative information on the subjects covered. It is not, however, **intended to provide** specific legal, tax, or ...

19. Reference Materials

Quick Reference Materials. **Quick Reference** Materials **provide** summary, step-by-step procedures for creating various documents and performing other procedures in DTS. These are **intended as reference** only for those who have been previously educated on the topic. This format includes trifolds and information papers.

20. Heartsaver First Aid Digital Quick Reference Guide

The Heartsaver First Aid Digital **Quick Reference Guide** provides critical first aid information for adults in an easily accessible, simple format. It includes signs for several first aid emergencies ("What you see") and the actions to take in those emergencies ("What you do").

21. Quick Reference Guide Kidecia King In Support of

Quick Reference Guide . This **Reference Guide Is Intended To** Quickly Point You To The Most Relevant Posts/Articles On Our Main Topics. These Topics Include: Yamas, Niyamas, Asanas, Pranayamas, Pratyaharas, Dharanas, Dhyanas, Samadhi, Yoga Sutras, Trauma, Mantras, Mudras, Food/Nutritional Health ...

22. Check Adjustments Quick Reference Guide QRG

Check Adjustments **Quick Reference Guide** (QRG) The Check Adjustments QRG **provides** up-to-date information on service levels, reporting time frames and general requirements for requesting check adjustments through the Federal Reserve Banks. This **guide is** designed to assist you in submitting adjustments requests for Forward Collection and Return ...

23. Suicide Guide

The Practice Guidelines and the **Quick Reference Guides** are not **intended to** be construed or to serve as a standard of medical care. Standards of medical care are determined on the basis of all clinical data available for an individual patient and are subject to change as scientific knowledge and technology advance and practice patterns evolve.

24. QUICK REFERENCE INSTRUCTIONS

before using **Quick Reference** Instructions. This is not a complete Package Insert. From the main menu, select Run QC. **INTENDED USE** The Sofia Influenza A+B FIA employs immunofluorescence to detect influenza A and influenza B viral nucleoprotein antigens in nasal swab, nasopharyngeal swab, and nasopharyngeal aspirate/wash

25. Quick Reference Leveling Guide for Path of Exile PoE

Welcome to our **Quick Reference** Leveling **guide** for Patch 3.13 Ritual League. This is **intended to** help players keep track of the quests worth completing, as well as the best order to complete them – if you are looking to level up in a new league as fast as possible but without missing any of the essential quests, this is the **guide** for you.

26. Quick Reference Guide Formats

The purpose of this **quick reference guide is to provide a** snapshot of a complicated-but-frequently-used task in the application. It's not **intended as** an overall how-to for everything -- just a popout of a process users may find confusing. You can find a lot of ideas for attractive **quick reference guide** formats by looking through magazines.

27. R Series Quick Reference Guide

Quick Reference Guide This **Quick Reference Guide is intended to provide** easy access to most common uses of the ZOLL® R Series.® The user must read and completely understand the **intended-use** warnings, cautions, and instructions in the R Series Operator's **Guide** before using the R Series. TABLE OF CONTENTS

28. A Banker s Quick Reference Guide to CRA

This publication is a **guide to** the CRA regulation and examination procedures. It is **intended** for bank CEOs, presidents, and CRA and compliance officers as a tool for accessing CRA information quickly. Refer to Regulation BB and agency examination procedures for more detailed information. A Banker's **Quick Reference Guide to CRA**

29. NRT Quick Reference Guide

Quick Reference Guides (QRGs) for Bacterial 2011 Revision." QRGs are **intended** for Federal On-Scene Coordinators (OSCs) and Remedial Program Managers (RPMs). s Agent Classification: Biological Type: Bacteria (B. mallei and B. pseudomallei) Description: Glanders is a zoonotic disease (transferable between animals and humans) caused by B. mallei ...

30.

References:

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