THE PMP® EXAM

How to Pass on Your First Try

Sixth Edition, 2nd Printing Compared to 3rd Printing

Errata

The following errata only pertains to the second printing of Andy Crowe's The PMP Exam - How to Pass on Your First Try. In order to verify the printing of your book, refer to the bottom of the copyright page. Minor editorial changes have been made to the text and graphics. Notable corrections are listed below.

PG 120

Scope Management: Collect Requirements
Last sentence, 2nd paragraph changed to:
"It would be a good idea to pause here and look up each of those five terms before going further."

PG 149

Scope Management: Questions
Question 25 changed to:
"25. Complete the list of group decision-making techniques: Unanimity, Majority, Consensus, Plurality...
A. Facilitated agreement.
B. Autocratic.
C. Solidarity.
D. Coalition."

PG 155

Scope Management: Answers
 Answer 25 Changed to:
"25. B. These are all group decision-making techniques. Although 'A', 'C', and 'D' may sound like good choices, you need to know these five (Unanimity, Majority, Consensus, Plurality, and Autocratic, and Multicriteria Decision Analysis) before sitting for the exam."

PG 268

Schedule Management: Exercises
Graphic typo:
Column name misspelled - Changed to "BCR" (Also changed on PG 272- Answer #7)

PG 235

Cost Management: Introduction
2 charts added, Processes and Key Outputs

Process Group	Cost Management Process
Initiating	(none)
Planning	Plan Cost Management, Estimate Costs, Determine Budget
Executing	(none)
Monitoring & Controlling	Control Costs
Closing	(none)

Process	Primary Outputs
Plan Cost Management	Cost Management Plan
Estimate Costs	Cost Estimates
Determine Budget	Cost Baseline, Project Funding Requirements
Control Costs	Work Performance Information, Cost Forecasts

PG 315

Resource Management: Questions
Questions 10, Answer A changed to:
"A. Cost of Quality"

Glossary of Terms

A

Definition of "Accepted Deliverables" changed to:
"Deliverables that the customer has accepted as correct and complete. Accepted deliverables are the key output of the Validate Scope process."

Definition of "Acquire Project Teams" changed to:
"Acquire Resources: An executing process focused on getting the right materials and the right people to work on the project at the right time."

Definition of "Activity Duration Estimates" changed to:
"The length of time an activity is expected to take to complete. Duration estimates are often expressed as a probability range."

Definition of "Alternatives Generation" changed to:
"Alternatives Analysis: A data analysis technique used in several processes to identify multiple possible approaches to solving a problem."

B

Definition of "Benefit Cost Ratio" typo:
"The ratio of the expected benefits and the anticipated costs. A higher BCR is more desirable."

C

Definition of "Checklist" changed to:
"Any set of procedural instructions used to ensure that product or component quality is achieved. Checklists are used in the Manage Quality and Control Quality process."

Definition of "Closed Procurements" removed

Two Graphics Added:

Communication Channels: The number of possible formal or informal paths of communication on a project. The concept of communication channels is particularly helpful in understanding how the addition of a small number of people to a project team can complicate the project manager's job of controlling communications. The formula for calculating communication channels is: [n (n-1)] ÷ 2 , where n = the number of people in the communication model.
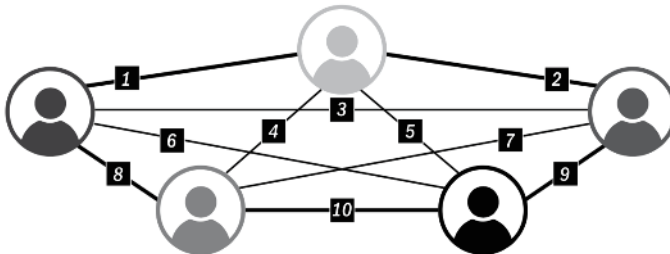
Communication Model: The formal paths of communication that will be used on the project. The traditional communication model involves a sender, a receiver, and a message, and both sender and receiver have responsibilities as to how they act upon the message.
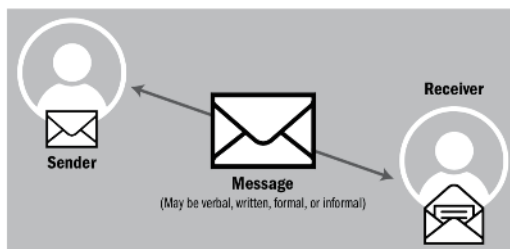
PG 669

Definition of "Constraint" changed to:
"Any external factor that limits the ability to plan. The most common constraints are scope, **schedule**, and cost, but they could be any factor, such as the law, quality, weather, or resource availability. Constraints and assumptions are often closely linked."

PG 670

Definition of "Cost Account" changed to:
"Also known as a "cost account," a control account is a node on the WBS where the scope, **schedule**, and cost are measured. Control accounts contain one or more work packages and are used to measure earned value. A project may have numerous control accounts placed on the WBS at nodes where it would be particularly meaningful to measure the earned value of those parts of the project."

Definition of "Control Procurements" changed to:
"The monitoring and controlling process performed by the buyer to ensure compliance by the seller or other party. **Control** Procurements compares performance against terms and conditions specified in the contract to make certain that the seller meets his or her contractual obligations. The seller's performance is typically rated or evaluated by the buyer and is communicated back to the seller."

PG 671

Definition of "Control Quality" changed to:
"The monitoring and controlling process that focuses on work product quality. Control Quality is different from **Manage Quality** in that Control Quality inspects actual work products and tests them against requirements, while **Manage Quality** looks at the overall quality process to ensure that it is being followed and that it is working effectively."

Definition of "Control Resources" added:
"The monitoring and controlling process within resource management that makes sure the flow and usage of physical resources lines up with the resource management plan."

Definition of "Control Risks" deleted.

PG 672

Definition of "Cost Management Plan " changed to:
"The plan for how project costs will be measured, monitored, and controlled.
The cost management plan is created in the **Plan Cost Management process.**"

D

PG 675

Definition of "Design to X (DfX)" changed to:
"A methodology where design is applied to the top priorities, including Design for Cost (DfC), Design for Assembly (DfA), Design for Manufacturing (DfM), Design for Logistics (DfL), Design for Serviceability (DfS). **Design for X is a tool of Manage Quality.**"

PG 676

Definition of "Develop Project Management Plan" changed to:
"The planning process in which all subsidiary components of the project plan are integrated into a single plan that will drive the rest of the project. The subsidiary components include: the Requirements Management Plan, the Scope Management Plan, the Schedule Management Plan, the Cost Management Plan, the Quality Management Plan, the Resource Management Plan, the Communications Management Plan, the Risk Management Plan, the Procurement Management Plan, the Stakeholder Management Plan, the Schedule Baseline, the Cost Baseline, the Scope Baseline, the Change Management Plan, the Performance Measurement Baseline, the Project Life Cycle Description, Development Approach, and the Configuration Management Plan."

Term "Develop Project Team" changed to "Develop Team" defined as:
"The executing process of enhancing the project team. Develop Team focuses on improving the overall sense of teamwork and the individual skills and abilities of the project team members."

PG 677

Definition of "Distribute Information" deleted:

Definition of "Document Analysis" changed to:
"A technique used in **five processes. For example, document analysis is used in the Collect Requirements process to review existing documentation in order to gather requirements for a new product.** An organization's marketing literature developed for a product that does not yet exist would be an example of a document that would be used for analysis."

E

PG 678

Definition of "Effort" changed to:
"The number of work hours to complete an activity. Effort is different from duration, as duration measures how long something will take on a calendar. **For example, 240 man hours of effort might only take one calendar week of duration to complete if enough resources. Effort is estimated during the Estimate Activity Durations process."**

PG 679

Definition of "Executing Process Group" changed to:
"Executing Process Group: One of the five process groups. All of the 49 project processes and activities are organized into one of five process groups, Initiating, Planning, Executing, Monitoring and Controlling, or Closing. **10 of the 49 processes are executing.** All executing processes and activities focus on carrying out some aspect of the project plan, and on most projects, the majority of project costs are expended during executing processes."

F

PG 681

Definition of "Functional Organization" changed to:
"A very common type of organization that has strong (vertical) departments, organized around function or expertise. In a functional organization, the functional manager generally has more organizational power than the project manager, and **the project manager** may struggle to receive significant support, recognition, or authority."

G

Definition of "Gatekeeper" second paragraph changed to:
"The term "gatekeeper" also has a usage in **resource management** to describe a constructive team role where a person works to ensure that others are involved in a discussion or a process."

H

PG 682

Term "Historical Relationship" changed to "Historical Information Review" defined as:
"Historical Information Review: A tool used in the Determine Budget process. When using historical information, past data or project results are considered to estimate or forecast budgets for the current project. For example, a project to build a road might be estimated at a certain amount of money per kilometer based on similar projects."

I

PG 683

Definition of "Identify Risks" changed to:
"The planning process of anticipating all of the risks that could happen on the project. Common tools used to facilitate risk identification include **checklists, brainstorming** ,SWOT analysis, and expert judgment."

Definition of "Implement Risk Responses" added:
"An executing process that carries out the risk management plan to respond to the identified project risks."

Definition of "Influence Diagram" changed to:
"A chart showing how a set of influences may affect outcomes. The diagrams depict the components that go into the decision-making process. Influence diagrams are used as a tool in the **Perform Qualitative Risk Analysis process**, along with **simulation and decision tree analysis**."

L

PG 686

Definition of "Lessons Learned" changed to:
"The formally documented information the team has acquired during execution of the project. Lessons learned specifically focus on variances in the project and document how the team would plan or execute differently if they had a specific component of the project to perform again. **The lessons learned register documents the current project, while the lessons learned repository stores information for all projects in the organization**."

M

Term "Manage Project Team" changed to "Manage Team"

Term and definition of "Manage Communication" added:
"The executing process where information is distributed to the stakeholders according to the communications management plan."

Term and definition of "Manage Project Knowledge" added:
"Manage Project Knowledge: An executing process that leverages lessons learned on previous projects and captures lessons learned on the current project."

Term and definition of "Manage Quality" added:
"The executing process that focuses on the overall quality activities to ensure that all of the plans are being followed and that the project meets the quality requirements. Contrast with Control Quality."

Definition of "Modeling" changed to:
"**An approach used in schedule management** and risk management. Modeling and simulation can help identify problems or areas of risk with the project before they actually occur. What-if scenario analysis and Monte Carlo analysis are examples of modeling techniques."

Term and definition of "Monitor Communications" added:
"A monitoring and controlling process, performed throughout the project, that compares the project communications with the communications management plan and makes any needed adjustments."

Term and definition of "Monitor Risks" added:
"The process that reviews the risks that have and have not occurred on the project and evaluates how the execution of the risk management plan lines up to the plan itself."

Term and definition of "Monitor Stakeholder Engagement" added:
"An executing process that ensures that the right stakeholders are involved on the project at the right level and in the right way."

O

Definition of "Observations (Job Shadowing)" changed to:
" Watching **product** users or subject matter experts work as a way to gather scope and requirements."

P

Term and definition of "Perform Quality Assurance"removed

Term and Definition of "Plan Cost Management" added:
"The planning process that creates the cost management plan, which is the plan that guides the activities in the other three cost management processes."

Term "Plan Human Resource Management" changed to "Plan Resource Management" and redefined as:
"The planning process that determines how the project will be organized and staffed in terms of the personnel and how the physical resources will be acquired. The resource management plan is the primary output of this process."

Definition of "Plan Quality Management" changed to:
"The planning process where quality targets are identified. Plan Quality Management also determines how these targets will be met and spells out how the other two quality processes (**Manage Quality and Control Quality**) will be carried out."

PG 692

Definition of "Plan Risk Management" changed to:
"The process that creates the risk management plan. Plan Risk Management focuses on planning for the **six** subsequent risk processes."

Term and Definition of "Plan Schedule Management" added:
"The process that creates the schedule management plan, which shows how the remaining schedule management processes will be carried out."

Term and Definition of "Plan Stakeholder Management" added:
"The process that plans how the team will relate to stakeholders and the involvement stakeholders will have on the project."

PG 697

Definition of "Project Schedule" changed to:
"A central component of the project management plan that prescribes when activities should take place and in what order **- also known as the schedule baseline.**"

Q

PG 698

Definition of "Questionnaires and Surveys" changed to:
"A **technique** used in Collect Requirements to gather scope from a large group of stakeholders. **This data gathering technique is also used in Control Quality and Identify Stakeholders.**"

R

PG 700

Definition of "Resource Optimization Techniques" changed to:
"Using optimization techniques such as resource leveling **and resource smoothing** to match the schedule for when a task needs to be completed to a resource's availability."

Definition of "Responsibility Assignment Matrix" changed to:
"A grid where the work packages are represented in the rows, and the resources are represented in the columns. Each cell shows what responsibility (if any) a particular group of resources will have in relation to a work package. **A R.A.C.I chart is a specific type of R.A.M.**"

PG 702

Term and definition of "Risk Urgency Assessment"removed

S

Definition of "Scatter Diagram" changed to:
"A chart that plots events against a dependent and an independent variable to identify correlation and spot trends. Scatter diagrams are most often used in quality management, **specifically in the Manage Quality and Control Quality Processes.**"

PG 703

Definition of "Schedule Management Plan" changed to:
"The plan for how the project schedule will be measured, monitored, and controlled. The schedule management plan is **created in the Plan Schedule process.**"

PG 704

Definition of "Stakeholder" changed to:
"**Anyone who may influence the project or** who has an interest in the project, whether that interest is positive or negative."