THE PMP® EXAM
How to Pass on Your First Try
Sixth Edition, 1st Printing

Errata

The following errata only pertains to the first 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 35

Project Charter
4th bullet changed to:
"It is signed by the performing organization's sponsor or other senior management."

PG 59

Monitor and Controlling Processes
First paragraph changed to:
"Monitoring and controlling processes are some of the more interesting ones. These processes touch every knowledge area. Activities that relate to monitoring and controlling simply ensure that the plan is working. If it is not, adjustments should be made to correct future results. In monitoring and controlling processes, things are measured, inspected, reviewed, compared, monitored, verified, and reported. If you see one of those key words on a question, there is a good chance it is related to a monitoring and controlling process."

Last sentence changed to:
"There will be 44 questions on the PMP Exam, covering the twelve processes in this group."

PG 64

Integration Management
Graphic Update:
"Project Documents Updates" added to Close Project or Phase Process

PG 75

Project Charter
5th bullet changed to:
"It is signed by the project's sponsor or possibly other senior management in the organization."

PG 100

Integration Management Questions
Question 5, answer choices changed to:
"A. Developed before the business case, and after the project management plan."
"B. Developed after the business case, and before the project management plan."

PG 107

Integration Management Answers
Answer 5 changed to:
"B. Questions like this will be on the exam, and in order to answer them, you have to understand the rough order in which the deliverables are produced and processes are conducted. In this case, the typical order among the items listed is the business case, contract, project charter, and project management plan. If you analyze the inputs and outputs used by the integration processes, you will gain a better understanding of this order."

PG 130

Create WBS
Removed "Scope Statement" as an Output

PG 186

Critical Chain Method
Removed Key Tool Symbol

2nd Paragraph, first sentence changed to:
"The traditional way of building the schedule, using the critical path method, gathers realistic activity duration estimates and assembles the schedule, identifying the longest (critical) path through the network."

PG 212

Schedule Management Exercises
Exercise Question 6 changed to:
"6. What is the beta distribution estimate for this activity?"

PG 250

Control Costs
URL Correction: http://prep.pm/7-5

PG 265

Types of Cost
Graphic Updated: Opportunity Cost Type added with explanation
"Opportunity: The cost of the loss of potential benefit from the alternatives when a choice is made that excludes those alternatives. Opportunity cost most often is associated with project selection."

PG 270

Cost Management Answers to Exercise
The TCPIc formula correction:
"• TCPIc = ((BAC) \$100,000.00 – (EV) \$33,333.33) ÷ ((BAC) \$100,000.00 – (AC) \$35,000) = 1.03"

PG 288

Quality Management: Importance
First paragraph, First Sentence changed to:
"Project quality management has fewer processes than many chapters, but it is important on the exam, and you should expect to see several exam questions that will relate directly to this chapter."

PG 382

Types of Cost
Graphic Updated: 4 more rows of information: Internal, External, Official, and Unofficial

Internal	Emails to the team, Memos or presentations to senior management	Used to communicate within the performing organization.
External	Messages or presentations to customers, regulators, the public, or investors	Used to communicate with stakeholders outside of the performing organization.
Official	Communication to government or regulatory bodies.	Used to communicate with any party that operates in an oversight role for the project.
Unofficial	Anything that is not official, including the majority of project communication to internal or external stakeholders.	Used for most project commuications to ensure successful delivery.

PG 427

Decision Tree Analysis
Second paragraph changed to:
"For each branch of the decision tree, compute the expected monetary value (EMV) for the event. The EMV should take into consideration each probability included in the branch. The numbers for this decision tree work out as follows:"

PG 453

Procurement Management: Intro
Process Graphic Added:

PG 464

Conduct Procurements
Seller Proposal text added:
"Seller Proposals - Prospective sellers provide proposals for doing the work, and these should include how they intend to satisfy the bid request, the technical aspects of their proposal, the price, and the terms. Ideally, the price should be separated from the other components so the proposals can be evaluated on their technical merit and then on price."

PG 478

Procurement Management Questions
Question 17 text changed to:
"A buyer is engaging with a seller to move equipment from one location to another and to properly install the equipment in the new location. The buyer has received an estimate for this work of \$28,000, and they have structured their agreement to have a ceiling price of \$30,000 and that for every dollar in excess of \$25,000 (the seller's anticipated cost), the buyer and seller would share costs evenly. At what point would the seller assume responsibility for all additional costs?"

PG 483

Procurement Management Answers
Answer 17 second paragraph text changed to:
"Since buyer and seller are sharing costs 50/50 for any overrun up to the ceiling,
the math works out as follows: \$25,000 + (30,000 – 28,000) ÷ .5 = \$29,000."

PG 518

Budgeting Your Time
Text changed for Steps 1-12:
"1. Sit for the tutorial to gain familiarity with the testing software.
2. When the exam begins, quickly download your memorized information to your scratch paper.
3. Take the first 75 questions, pacing yourself to take approximately 45 minutes.
4. Take your first break. Spend 5 minutes stretching and get a bite of food from your locker.
5. Take the next 75 questions, again pacing yourself to take 45 to 50 minutes.
6. Take your 2nd break. Spend approximately 10 minutes, go to the bathroom, and get a snack.
7. Answer the final 50 questions and then return to answer any ones you did not answer the first time. Budget approximately 45 minutes for this as well. You may not take that long, but it is normal for your pace to slow down as the test wears on.
8. Take a bigger 15 minute break (relishing the fact that you have now answered all the questions on the PMP).
9. At this point, you should have used approximately three hours of your allotted time.
10. Perform a review of the first 100 questions. Pace yourself to finish this in about 25 minutes.
11. Take a short 5 minute stretch break if needed.
12. Review last 100 questions and any other ones in your remaining time."

PG 667

Glossary Term: Closing Processes
Definition changed to:
"The process group, containing only one process, that focuses on closing out the project or an individual phase. This process group focuses on releasing resources, delivering the product, and gaining formal stakeholder approval."

PG 684

Glossary Term: Initiating Process Group
Definition changed to:
"The processes that take place early in a project or project phase. Initiating processes are involved with starting (chartering) the project or phase and the identification of stakeholders. Only two of the 49 processes are initiating processes."

PG 696

2 Glossary Terms Added:

"**Project Network Diagram**: a graphical way of depicting schedule activities, their dependencies, and sequence. The most common form of project network diagram is an Activity on Node diagram where the nodes area represented by rectangles and the dependencies are represented by arrows that connect the nodes."

"**Project Network Node**: a rectangle within an *activity on node* project network diagram that represents an individual schedule activity."