

THE PMP® EXAM

How to Pass on Your First Try

Sixth Edition plus Agile, 1st Printing Compared to 2nd 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.

Entire
Text

Update exam date reference from July 2020 to Jan 2021

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The Exam: The Exam Material

Second Chart corrected: Business Environment is not 14%, but 8%.

Category	# of Questions	% of Exam	Category	# of Questions	% of Exam
Process	87	50%	Predictive	87	50%
People	74	42%	Hybrid	47	27%
Business Environment	14	8%	Agile	41	23%
Total:	175	100%	Total:	175	100%

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The Exam: Getting to the Test

Minimum Requirements: 2 bullets deleted

- 4,500 hours managing projects
- 7,500 hours managing projects

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The Exam: Testing Environment

Third paragraph replaced:

"Though PMI has made provision for test-takers who do not live near a testing center to take a paper version of the exam, they have also provided an online version of the computerized exam to be administered within specific security guidelines. Exam content is the same in each case, and your preparation should not be any different. More information on exam options may be found online at www.pmi.org."

Fourth paragraph replaced:

"The exam ends either when the 4-hour time limit has been reached (more on this in a moment) or when you choose to end the exam. With the online exam option, approximately half-way through the exam, a 10-minute break is provided. Going back to review or change the first-half questions after the break is not permitted. Once the exam is over, you will know your score within a few seconds, and those results are electronically transmitted to PMI. If you passed, you are immediately a "PMP," and you may start using that designation after your name. PMI will mail you all of the official information, including your PMP lapel pin and certificate, within a few weeks. If you did not pass, you may take the exam up to three times in a calendar year. If you do not pass on your third attempt, you must wait one year from your last attempt to reapply."

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The Exam: Question Format

First paragraph changed to:

"Most exam questions are given in a multiple choice format, with four possible answers, marked A, B, C, and D, and only one of those four answers is correct. New question formats have been introduced, such as multiple-select (select all 4-6 answers that apply), matching, and selecting the correct spot or region on an image. Unlike in some exams, there is no penalty for guessing, so it is to your advantage to answer every question on the PMP Exam, leaving none of them blank."

Integration Management

Change Requests is not a Key Output of Monitor and Control Project Work: Graphic Corrected



Integration Management

Change Requests is not a Key Output of Monitor and Control Project Work: Graphic Corrected

Process	Primary Outputs
Develop Project Charter	Project Charter, Assumption Log
Develop Project Management Plan	Project Management Plan
Direct and Manage Project Work	Deliverables, Work Performance Data, Issue Log
Manage Project Knowledge	Lessons Learned Register
Monitor & Control Project Work	Work Performance Reports
Perform Integrated Change Control	Approved Change Requests, Project Documents Updates (Change Log)
Close Project or Phase	Final Product, Service or Result Transition, Final Report, Project Documents Updates

Integration: Answers

Questions 22-23 corrected to:

“22. A. The agile team welcomes and embraces change targeted for the customer’s advantage and increased value. The team is empowered to manage change. Neither the team facilitator nor the product owner is in authority over the team or change requests. A change control board may exist in the governance of a predictive project, but would not usurp the agile team’s authority.

23. C. The deliverables are the most important output of the entire project, and these are created in the Direct and Manage Project Work process.”

Scope Management
Change Requests is not a Key Output of Control Scope:



Scope Management
Change Requests is not a Key Output of Control Scope:

Process	Key Output(s)
Plan Scope Management	Scope Management Plan, Requirements Management Plan
Collect Requirements	Requirements Documentation, Requirements Traceability Matrix
Define Scope	Project Scope Statement
Create WBS	Scope Baseline
Validate Scope	Accepted Deliverables
Control Scope	Work Performance Information

Quality Management
Change Requests is not a Key Output of Manage Quality:



Quality Management
Change Requests is not a Key Output of Manage Quality:

Process	Primary Outputs
Plan Quality Management	Quality Management Plan Quality Metrics
Manage Quality	Quality Reports, Test and Evaluation Documents
Control Quality	Quality Control Measurements Verified Deliverables

Procurement Management
Change Requests is not a Key Output of Control Procurements:

Process	Primary Outputs
Plan Procurements Management	Procure. Mgt. Plan, Independent Cost Estimates, Make or Buy Decisions, Procure. Strateg. Bid Documents, Procure. S.O.W., Source Selection Criteria
Conduct Procurements	Selected Sellers, Agreements
Control Procurements	Closed Procurements, Work Performance Info

Procurement Management Plan: Questions

Question 17 Changed to:

"The product owner has created a story which specifies an application programming interface (API) with a legacy system still being operated in the company. The support of the legacy system was outsourced to a service provider, whose applicable personnel were granted security rights by the company as part of the agreement. The team needs API expertise with this legacy system for the next two iterations, but the contracting officer claims the service is not included in the agreement with the provider. What is the team's next step?"

- A. Bring the service provider representative into the team
- B. Revisit the value of the story and have the product owner groom the backlog
- C. Write a statement of work to accompany an RFP
- D. Submit a contract change request to the legal department

Procurement Management Plan: Answers

Answer 17 Changed to:

"C. The team obviously needs to buy the API service since the legacy system expertise is no longer inside the company. The API is specified, and it is not up to the team to assess the story's value, but to deliver the feature. The make-or-buy decision is "buy," and the next step is to create the procurement SOW for use in contracting the right supplier."

How To Pass The PMP Exam: Scratch Paper

First paragraph Changed to:

"Traditionally, test-takers have been given 5-6 sheets of scratch paper for use in the exam. You may not carry your own paper into the test. Some testing centers provide an erasable tablet for scratch work; the online exam allows a whiteboard for this purpose. When you sit down to begin the exam, you should write down a few key things. Regardless of how well you know this material, at a minimum, write the following on your scratch medium:"

Glossary

Added Definition:

"Resource Management Plan: The plan for how team members and physical resources will be identified, acquired, managed, and deployed in the project. The resource management plan is created in the Plan Resource Management process."

Glossary

Added Definition:

"Team Charter: This charter documents the ground rules team members are expected to follow. The team charter sets expectations by describing how the team will meet, work, communicate, interact, make decisions, and other areas the team deems important. The team charter is created in the Plan Resource Management process."