

THE PMP® EXAM

How to Pass on Your First Try

Sixth Edition plus Agile, 3rd Printing Compared to 4th Printing

Errata

The following errata only pertains to the 3rd 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.

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The Exam: The Exam Material

First paragraph changed to:

"Your PMP Exam will be made up of more than 180 questions, covering a broad variety of material, but only 175 of those questions will count toward your score. The other 5 questions are considered experimental questions that PMI is evaluating for use on future exams. The good news is that these 5 questions do not count toward your grade. The bad news is that you will never know which questions count and which do not since they are scattered randomly throughout the exam."

Second paragraph, sentence added:

"This guidance is found in PMI's Exam Content Outline which serves as a blueprint to the PMP Exam."

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The Exam: The Testing Environment

Fourth paragraph changed to:

"The exam ends either when the 230-minute time limit has been reached or when you choose to end the exam. With the online exam option, two 10-minute breaks are provided, one after each 60 questions have been submitted. Going back to review or change the previous questions after the breaks 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. 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: The Time Limit

First paragraph changed to:

"Taking a test while the clock is ticking can be unnerving. The PMP Exam is a long exam, but you are given a significant block of time to complete the test. From the time you begin the exam, you will have 230 minutes to finish. For most people, this is enough time to take the test and review the answers. The allocation works out to about 77 seconds per question. While a few of the more complicated questions will certainly require more than 77 seconds, most will take much less time."

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Chapter Two: Foundational Terms and Concepts: Product Vision

First and Second paragraph changed to:

"PRODUCT VISION

The product vision sets the expectations for where this product is going, and its development is usually led by the product owner, although the team would be involved.

The product vision describes what the product will be, why it is being developed, who would use it, why someone would pay for it, and where it fits in the marketplace. The vision is summarized in a statement:"

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Chapter Two: Foundational Terms and Concepts: User Stories and Story Cards

Last paragraph changed to:

"Each of these bullet points, related to a single feature, is a user story. Individual user stories may not deliver standalone value on their own, but they create additive value necessary to allow features to work, and features add deliverable value."

Chapter Two: Foundational Terms and Concepts: Working With Agile

Second paragraph changed to:

“Agile projects make use of daily stand-up meetings, held each morning, so that team members can update status; traditionally, they report on three general things, but today the format is not sacred and may be modified by the team:”

Chapter Two: Foundational Terms and Concepts, Which approach is best?

Third paragraph, Sentence changed to:

“If you have a team of 25 people, that would be too large to effectively work as a single agile team. If breaking down to a “team of teams” is not feasible, then that factor might steer you toward predictive.”

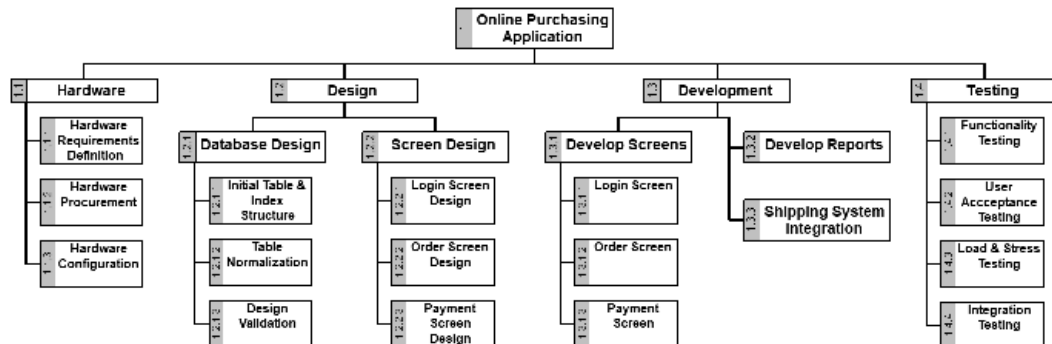
Chapter Four: Integration Management, The Agile Perspective

Monitor and Control Project Work, last paragraph, last sentence changed to:

“The work performance reports translate nicely to burndown charts, flow diagrams, and team velocity charts, and agile teams embrace constant change and adaptation as the work is performed, looking for ways to work better and more efficiently.”

Chapter Five: Scope Management, Create WBS

Image Changed to:



Chapter Five: Scope Management, Agile Perspective

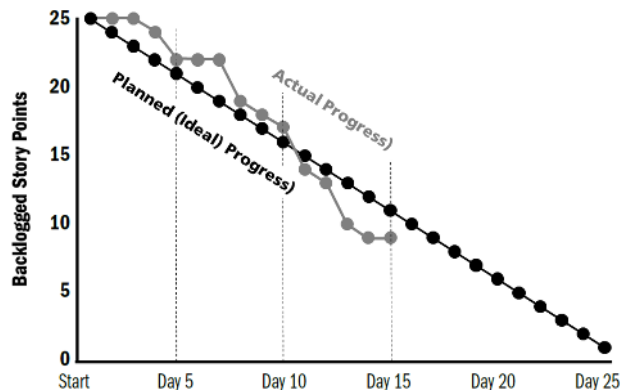
Define Scope paragraph first paragraph changed to:

“Agile projects may define project work with user stories, story maps, epics, and release plans.”

Chapter Six: Schedule Management, Control Schedule

Iteration Burndown Chart definition and image changed to:

“This agile tool displays the team’s progress completing the work, shown in work item points remaining to be accomplished in the iteration. In the example, there are 25 points to be accomplished in a 25-day iteration. The plan shows 21 points remaining at Day-5, but the actual progress is reported with 22 points remaining to be completed —progress is behind the plan when actual progress is shown higher than the planned progress. Later in the iteration at Day 15, the team’s actual progress is ahead of plan. Agile teams generally post this in a very visible space so that progress is transparent and easily viewed by stakeholders.”



Chapter Six: Schedule Management, Agile Perspective

Paragraph added after third paragraph:

“Obviously, on an agile project where the schedule is not flexible (such as a regulatory deadline), the scope and budget would need to be.”

Chapter Six: Schedule Management, Agile Perspective

Sentence added to section Sequence Activities:

““Sequencing” related to agile may be prioritizing work based on value in the product backlog.”

Chapter Six: Schedule Management, Agile Perspective

Sentence added to section Developing Schedule:

“A hybrid project may use various techniques, such as a milestone chart showing high-level activity.”

Chapter Seven: Cost Management, Determine Budget- Tools

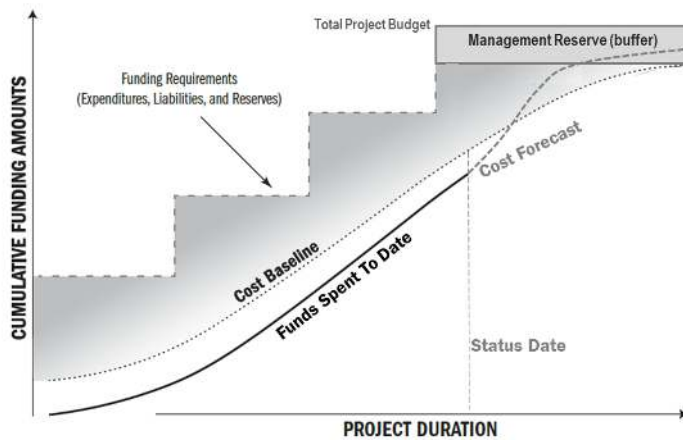
last sentence of Data Analysis changed to :

“Contingency reserves are risk amounts for activity overrun, while management reserve is an amount for complete unknowns or similar risks.”

Chapter Seven: Cost Management, Determine Budget- Outputs

Imaged changed and paragraph added:

“Funding requirements depict the pre-approved spending allowances during the project life cycle. The top gray area represents management reserve— to cover any cost increase beyond the total planned spend. The Funds Spent To Date are shown below the Cost Baseline at the corresponding point in time, so the project is performing below the planned spend. The Cost Forecast indicates that a change request may be in order to request management reserve for the project cost above the planned spend.”



Chapter Seven: Cost Management, Agile Perspective Determine Budget

Sentence added at the end of paragraph:

“The exception is the agile project with a pre-determined budget where the scope must remain flexible to fit.”

Chapter Seven: Cost Management, Earned Value, Estimate at Completion

Sentence missing correct math symbols:

“There are many ways to calculate EAC, but for the exam, the most straightforward way is to take the BAC and divide it by our cumulative CPI. In this example, we expected to spend (BAC) \$300,000 and our CPI^c is 1.09. $\$300,000 \div 1.09 = \$275,229.36$. This should make sense.”

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Chapter Seven: Cost Management, Questions

Question 18, Option Answer C changed to:

"C. The value of the project at a point in time expressed in terms of the cost of the work performed."

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Chapter Seven: Cost Management, Questions

Question 22, Option Answer D changed to:

"D. She will estimate the business value of the work items that would be slated for the next iteration."

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Chapter Eight: Quality Management, Terms

Sentence added to the end of Agile Projects paragraph:

"Some agile practices, such as paired programming and test-first development, are ways of preventing defects and set the project up for higher quality results."

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Chapter Eleven: Risk Management, Plan Risk Management, Why is it important?

First paragraph, Last Sentence changed to:

"By creating a plan (the risk management plan) for these six processes, you are being deliberate and proactive with risk on the project."

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Chapter Twelve: Procurement Management, Agile Perspective

Second paragraph changed to:

"Because procurement may be very formal in some organizations, the agile or adaptive team should approach this area with caution, determine the required steps, and adapt their actions to align with the formal procurement process."

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Chapter Fifteen: The Final Exam, Question 40

Answer choice A changed to:

"A. Iteration duration."

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Chapter Fifteen: The Final Exam, Question 47

Answer choice C changed to:

"C. 200 points."

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Chapter Fifteen: The Final Exam, Question 54

Question changed to:

"During an iteration retrospective, the team is discussing a large story that did not meet the acceptance criteria without swarming and a delay in productivity. As the team adapts for improvement, what technique may be helpful in this scenario?"

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Chapter Fifteen: The Final Exam, Question 70

Answer choice D changed to:

"D. Update the points estimates of Feature -H and -J with the product owner to refine the backlog for future iterations."

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Chapter Fifteen: The Final Exam, Answer 32

Answer D changed to:

"A. Though not as rigorous as earned value management for predictive projects, agile enthusiasts believe that extrapolating the team's velocity and burn rate provides a progress plan against which actual progress can be measured iteration-over-iteration and conveyed in a release burnup chart."

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Chapter Fifteen: The Final Exam, Answer 47

Answer B changed to:

"B. Adding up the resource cost per month: $\$6000 + \$7000 + 5(\$6500) = \$45,500$. 2 iterations per month brings the iteration burn rate to: $\$45,500 \text{ per month} \div 2 \text{ iterations per month} = \$22,750 \text{ per iteration}$. This is the cash flow that the Finance department needs to know to supply your funding requirements."