THE PMP® EXAM

How to Pass on Your First Try

Sixth Edition plus Agile, 4th Printing Compared to 5th Printing

Errata

The following errata only pertains to the 4th 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 332

Chap 7, Cost Management Questions
Question 5, Answer C changed to:
"C. Present value **does not subtract project** costs."

PG 342

Chap 7, Cost Management Answers
Question 10, Answer C changed to:
"10. C. This one was very tricky! Net present value already **has subtracted the project costs,** so they can be ignored here. The net present value is the only value you need to consider, and bigger is better!"

PG 414

Chap 9, Manage Team
1st paragraph changed to:
"In the same manner, there are several ways to approach conflict resolution. Two factors influence the effectiveness of each approach, and they are the desire to maintain the relationship and the relative power of each party. Because conflict is inevitable with any team, you should be aware of the common ways of handling it:

Problem-Solving - Problem-solving involves confrontation, but it is confrontation of the problem and not the person. It means dealing with the problem head on. Using this technique, the project manager gets to the bottom of the problem and resolves the root causes of the conflict.

One common term in problem-solving is "confrontation." Although the word confrontation may have negative connotations, this type of conflict resolution is highly favored as it is proactive, direct, and most effectively deals with the root of the problem. Consequently, it is most often the correct answer on the exam when questions of conflict resolution arise. The problem-solving approach is best when the relationship between the parties is important.

Collaboration - Collaboration is a favored technique as it involves consideration of multiple views about a conflict. When collaborating, individuals (or teams) work together with other individuals (or teams) to search for alternatives and come to a solution. This is a favored technique for the exam when the parties in conflict have time and mutual trust.

Compromise - Compromise, also referred to as "reconcile," takes place when both parties sacrifice the total resolution of the conflict for the sake of reaching an agreement. On the test, compromise may be an appropriate choice if there is no way to satisfy both parties and if those parties have equal power.

Forcing - Forcing is exactly what the name implies. It is bringing to bear whatever force or power is necessary to get the door open. One side has more power than the other and forces their will. In some cases, forcing will be the appropriate answer on the exam when a short-term solution is needed because the issue is urgent and the stakes are high, such as a safety or health issue. As with all approaches to addressing conflict, those involved should keep communications open and treat each other with respect.

Smoothing (also called "Accommodating") - There may be instances when one party gives in to the desires of the other party to maintain the relationship and build goodwill. For example, a project manager may accommodate the position of the sponsor if the project manager believes larger goals are more important than the current issue. Smoothing or accommodating may be an appropriate choice if one party has more power than the other, or one party believes the longterm goal is more important than today's disagreement.

Withdrawal - (also called "Avoiding") – The notion of withdrawing from or avoiding a conflict sounds like a bad idea, right?! There are few instances where this approach may be appropriate. In rare cases, a problem will resolve itself and can be ignored. In other situations, the people in conflict are overheated and need to withdraw temporarily to cool off. Finally, some situations are "no-win" and there is no need to push further. For instance, the team may have a compliance issue or mandatory requirement from an outside agency that cannot reasonably be expected to give in. In such cases, the team may acquiesce which is a means of withdrawing or avoiding the conflict.

In summary, the favored approaches to managing conflict are the first two: problem-solving and collaboration. The other four are appropriate in certain scenarios, but confronting the issue while working with others is the best advice.

PG 584

Chap 14, The PMP Exam
2nd paragraph changed to:
"As we begin to talk about strategies, it would be helpful to look at how the PMP exam is actually created. **The exam is made up of 180 questions, but as was pointed out in Chapter 1, only 175 of those questions count toward your pass/fail score on the exam.** The trouble is that you will not be aware of which questions count and which do not. Volunteers are recruited to write questions, and these questions are then vetted, refined, and tested out before they are added to the exam."

PG 586

Chap 14, Question Categories: Harder Questions
1st paragraph changed to:
"The harder questions will generally make the difference between those who pass and those who do not. One of the telltale signs of these questions is that you may be left scratching your head as to what is even being asked. This is an important clue! **When you reach a question where you are not sure what is being asked, and remember that there may be as many as 40 of them, pause for a moment and shift mental gears.** The harder questions on the exam are designed so that only the most prepared exam-takers will get them right."

PG 597

Chap 14, Budgeting Your Time
Section changed to:
"Going into the exam, you may be fast or you may be a slower test-taker. Everyone should walk into the exam with a strategy for managing their time, based on their own pace. Do not underestimate how hard it is to sit for 180 questions in 230 minutes (almost 4 hours). The test-taking process is strenuous and mentally and physically taxing. Fortunately, the PMP exam is broken into three rounds of 60 questions with 10-minute breaks provided between each round.

If you have a test time management strategy that has served you well in the past, you should use that. If not, here is a generic strategy that many people have used "as is" to take and pass the PMP.

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 60 questions, pacing yourself to take approximately 60 minutes.
4. Perform a review of the first 60 questions. Pace yourself to finish this in about 10 minutes. Once you finish your review and start a break, you will not be able to revisit these questions.
5. Important: pay close attention to the time you spent on the first third of the exam. Your target is 70-75 minutes. Adjust your pace, if needed.
6. Take your first break. This 10-minute break does not count against the 230 minutes. Spend a few minutes stretching and get a bite of food from your locker.
7. Take the next set of 60 questions (61-120), pacing yourself to take about 60 minutes.
8. Review questions 61 - 120. Pace yourself to finish this in about 10 minutes. Again, when you finish your review and start a break, you will not be able to return to these questions.
9. Take your second 10-minute break.
10. Take the final set of 60 questions (121-180), pacing yourself to take about 1 minute per question.
11. Keep an eye on your remaining time, and perform a review of this final set of questions."