Grail

Professional Services

An Introduction to Project Management

The Project Management Professional (PMP)® Credential

Mark A. Ward

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Welcome

- Title: PMP® Exam Prep Course

- Instructor: Mark Ward

- Course Number: GRAIL100

- Professional Development Units: 36

- PDU Category: A

- See Policies and Disclaimers

Grail LLC is a Registered Education Provider (R.E.P.) with the Project Management Institute. PMBOK® Guide is a registered mark of the Project Management Institute, Inc. Project Management Professional (PMP), Project Management Professional, PMP, CAPM, PMI, and the PMI Talent Triangle are marks of the Project Management Institute, Inc.

Why follow Grail on Twitter?

- Local PMI chapter fees

- Location of closest Pearson VUE testing centers

- Project manager job openings in your region

- Stay current on important project management information (e.g., employment, certification test changes)

- Twitter: **go_grail**

Follow us on Twitter: https://twitter.com/go_grail

Grail LLC

- Grail LLC is a Registered Education Provider (R.E.P.)® with the Project Management Institute (PMI).

Introduction

- History and importance of the PMP

- How to apply for the PMP

- Pearson VUE Testing Centers

- Types of questions you may encounter on the PMP exam

- Other Information

Is the PMP really that important a discriminator in the job market?

- Wayne Turk (Suss Consulting Inc.) and many others say the PMI certification is the *gold standard*

Salary Differences

- Median salary (two to five years) earn 15.6% more

- Median salary (more than five years) is $94,340

- Median salary (more than ten years) is $102,000, which is still 13.3% higher

Why obtain the PMP? Some reasons include …

- It will help me do my job better

- My organization wants me to obtain it

- My organization requires me to have it

Why obtain the PMP? Some other reasons include ...

- My organization will give me a pay raise

- It will make me more marketable

- I want to be part of a professional guild

- Other reasons

Up Front: Important Terms

- Project Management Institute (PMI)®
- Project Management Professional (PMP) credential
- Project Management Body of Knowledge (PMBOK® Guide)

Project Management Professional (PMP) Certification

- "The Project Management Professional (PMP)® is the most important industry-recognized certification for project managers."*

*https://www.pmi.org/certifications/types/project-management-pmp

Selected Project Management Credentials History

- PMP: 1984
- PRINCE2:   1996 (AXELOS)
- CAPM: 2003
- PMI-ACP: 2012 (informal launch 2011)

PMP: Recent Growth

- PMI was founded in 1969.
- People holding the PMP credential:
  - March 2000   16,000
  - December 2004   102,000
  - December 2005   177,448
  - November 2007   262,860
  - 2018   833,025
  - 2020   1 million+

PRINCE2 Regional Distribution

	Membership	Cumulative
UK	57%	57%
Western Europe	19%	76%
Australia	8%	84%
Eastern Europe	4%	88%
Scandinavia	3%	91%
Africa	3%	94%
Other	6%	100%
U.S. is less than 1%		

As of 2018 (AXELOS). Note: Recent 6% decline in the number of test takers of the PRINCE2 Exam in the UK.
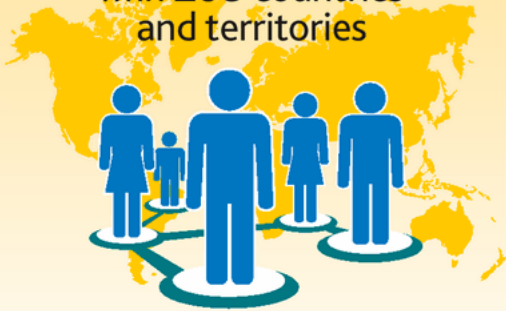
PMI Fact File

More Than **6 Million** *PMBOK® Guide* Editions Now in Circulation!

TOTAL MEMBERS
565,021
...in **208** countries and territories

PMI has **301** chartered and **6** potential chapters

CERTIFICATIONS
Total Active Holders of:

CAPM® Certified Associate in Project Management	37,564
PMP® Project Management Professional	910,431
PfMP® Portfolio Management Professional	661
PgMP® Program Management Professional	2,582
PMI-RMP® PMI Risk Management Professional	5,105
PMI-SP® PMI Scheduling Professional	1,922
PMI-PBA® PMI Professional in Business Analysis	3,235
PMI-ACP® PMI Agile Certified Practitioner	26,119

PUBLISHING

6,245,449
Total copies of all editions* of the *PMBOK® Guide* in circulation
*includes PMI-published translations

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PMP Exam Eligibility*

Education	Project Management Experience	Project Management Education
High school diploma or equivalent	7,500 hours leading and directing project tasks AND 60 months experience project management within the last eight years**	35 hours
Baccalaureate degree or equivalent	4,500 hours leading and directing project tasks AND 36 months experience project management within the last eight years**	35 hours
*At the time of application **Project Management Experience Verification Form is used to document this information. Source: *PMP Credential Handbook* Note: Eligibility is good for one year from date of approval.		

Project management education PMP eligibility requirements ARE NOT satisfied by

- PMI Chapter meetings
- Self-study (e.g., reading books)
- Project management education PMP eligibility requirements ARE satisfied by this course

Eligibility Letter

- After approval, eligibility letter sent from PMI

- Reviewed and processed within five (5) business days

- Once letter received, applicant can schedule to sit for the PMP exam (good for one year from date of approval)

Application Audit

- Project Management Experience Verification Forms will be audited at random.

- Project Management Experience Verification Forms may also be audited for other reasons (manual audit).

Application Audit

- If audited, applicants submit documentation verifying diplomas, etc.
- After a successful audit, eligibility letter is issued to applicant
- Applicants can be audited after taking and passing the PMP exam

Experience Verification Form Tip

- Make sure your supervisor agrees with your perspective

More Experience Verification Form Tips

- What do you do if you can't use your original supervisor?
- Avoid jargon (increases the probability of an audit)

Pearson VUE Testing Center Requirements

- Bring proper ID and other paperwork
- Environment:
    - Make sure to wear comfortable clothing.
    - Make sure you bring a sweater (even on a hot day).

PMP Certification Computer Based Testing Fees (US Dollars)

- PMI member: $405
- Non-PMI member: $555
- Retest PMI member: $275
- Retest non-PMI member: $375

PMP Membership Fees (US Dollars)

- Application Fee (everyone) $10
- Join: $129
- Renew: $129
- Student Join: $32
- Student Renew: $32
- Local Chapter (optional/varies): $20 or more*

*A special tweet just for you: https://twitter.com/go_grail

What does the PMP exam cover?

- Domains:
- Initiating the Project   13%
- Planning the Project   24%
- Executing the Project   30%
- Monitoring and Controlling the Project   25%
- Closing the Project   8%
- You have to achieve a "Target" or "Above Target" score in four of five domains.
- Feedback is provided at the end of the exam.

Five domains on Table 1-4

Table 1-4. Project Management Process Groups and Knowledge Areas Mapping					
	Project Management Process Groups				
Knowledge Areas	**Initiating Process Group**	**Planning Process Group**	**Executing Process Group**	**Monitoring & Controlling Process Group**	**Closing Process Group**
4. Project Integration Management	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
5. Project Scope Management		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
6. Project Schedule Management		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
7. Project Cost Management		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determine Budget		7.4 Control Costs	
8. Project Quality Management		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
9. Project Resource Management		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
10. Project Communications Management		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
11. Project Risk Management		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Risk Analysis 11.4 Perform Quantitative Risk Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
12. Project Procurement Management		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
13. Project Stakeholder Management	13.1 Identify Stakeholders	13.2 Plan Stakeholder Management	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Source: Project Management Institute (PMI). (2017). *A Guide to the Project Management Body of Knowledge.* 6th Edition. Newtown Square Pennsylvania: PMI. **Used with permission from PMI.**

Overall Passing Score Example Printout (Top)

- Above Target
- Target
- Below Target
- Needs Improvement
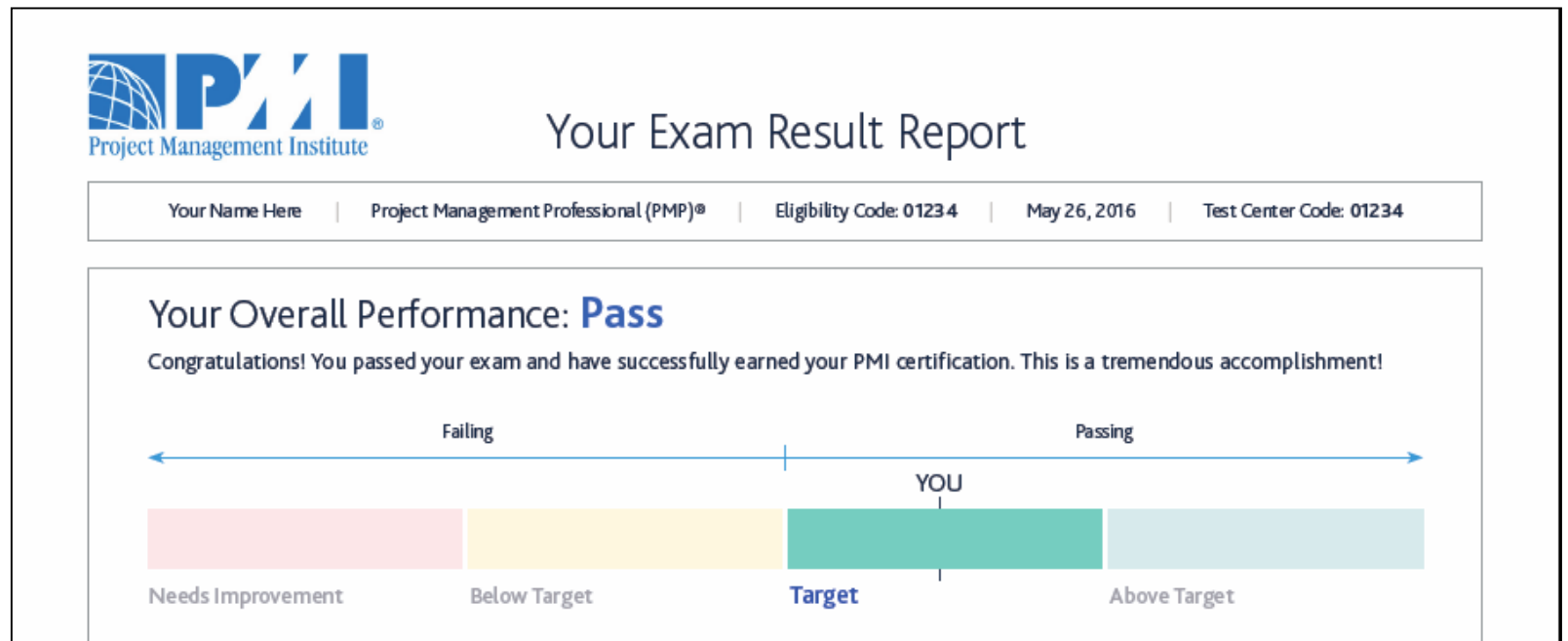
Score by Domain Example Printout (Middle)

- Initiating
- Planning
- Executing
- Monitoring and Controlling
- Closing

Your Performance by Domain:

Using the same categories (as above), your performance has been calculated within each domain. This will help you identify your strong areas—as well as those needing improvement—so that you can plan your future professional development.

Initiation	Planning	Execution	Monitoring & Controling	Closing
Target	Target	Target	Below Target	Above Target

Online Example Results

What does the PMP exam look like?

- 200 multiple-choice questions
- 25 of the 200 questions do not count toward your score.
- These questions are distributed randomly in the exam.
- Put another way, only 175 of the 200 questions are scored.

How much time do I have to take the test?

- You have a fifteen minute period before the exam begins to complete a "computer tutorial" (not graded).

- After the 15-minute tutorial, you will be given four hours to answer the 200 questions.

Question Format

- All questions are multiple choice:
  - Short question
  - Lengthy word problem
  - "Fill-in-the-blank" (with one of the available alternatives)
  - Formula/calculation/chart/graph
- Context is important

Question Type

- Most questions present a scenario or tell a story. Based on the context the question presents in the scenario or story, you must select the correct answer.

Guess

- Most questions appear to have more than one correct answer. Take an educated guess if necessary.

Questions are Weighted

- Project Management Institute psychometricians (subject matter experts) grade questions on how difficult questions are to answer (modified Angoff method).

- You get more points for answering more difficult questions correctly.

- Questions that have analytical rigor (e.g., quantitative questions, diagramming questions) are important and usually carry more weight.

Ramifications of Weighting Questions

- There is no one percentage passing score for any particular test taker.
- That is, a lower unweighted overall percent correct score (passing) can beat a higher unweighted overall percent correct score (failing).

Caution!

- Observation: If you take practice exams and routinely score a 70 percent, you still might fail the actual PMP exam. Practice exam questions are not weighted.

- Why? You may be answering most of the highly-weighted questions wrong.

- You must be proficient on all areas of the PMP exam (including those with analytical rigor) and obtain high scores on practice exams (75 percent or higher on Grail practice PMP exams).

Caution!

- Some popular test preparation companies use practice PMP exam test engines that draw questions from a single database.

- Hence, when you retake a test, you may see some the same questions on retakes. Your retake scores will be artificially increased (a phenomenon known as "learning the test").

- Only use PMP exam test engines that give you unique questions on each test.

Approach to Answering Questions

- Answer all questions (no penalty for guessing)
- You can skip questions and return to them
- Adopt a strategy that works best for you.

Important Notes

- You must have some understanding of the context associated with the inputs, tools & techniques, and outputs for each process (there are 49 processes)

- Look for **SPOTLIGHT**s in presentations.

Questions?

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