



PMP Exam Study Tool Instructions: This study tool is designed for people who have successfully applied for the PMP exam and are actively studying. I strongly recommend that you read through the PMBOK Guide and an exam prep book (such as the ones by Rita Mulcahy or Andy Crowe) before using this tool.

To use the tool, simply print it out on paper and fill it out from memory using a pen. Ignore the size of the boxes; each box will only have one process factor or have no "key" factor. There are a fair number of no key factors in certain process groups, so be careful! The only hint you have is the process number as it appears in the PMBOK guide; everything else should be done from memory. Take your best guess where needed and then grade yourself using a different color pen and the answer key below.

Note: Common ITTOs such as enterprise environmental factors (EEFs), expert judgement, and change requests are not included in this tool except when they are a key factor for that specific process.

Finally, if you have any suggestions for improving this tool, please feel free to reach out to me at allen@allensmith.com. Enjoy! - Allen E. Smith

Blank Exercise					
#	Group	Name	Inputs	Tools & Techniques	Outputs
4.1					
4.2					
4.3					
4.4					
4.5					
4.6					

#	Group	Name	Inputs	Tools & Techniques	Outputs
4.7					
5.1					
5.2					
5.3					
5.4					
5.5					
5.6					
6.1					
6.2					
6.3					
6.4					

#	Group	Name	Inputs	Tools & Techniques	Outputs
6.5					
6.6					
7.1					
7.2					
7.3					
7.4					
8.1					

#	Group	Name	Inputs	Tools & Techniques	Outputs
8.2					
8.3					
9.1					
9.2					
9.3					
9.4					
9.5					
9.6					

#	Group	Name	Inputs	Tools & Techniques	Outputs
10.1					
10.2					
10.3					
11.1					
11.2					
11.3					
11.4					
11.5					
11.6					
11.7					

#	Group	Name	Inputs	Tools & Techniques	Outputs
12.1					
12.2					
12.3					
13.1					
13.2					
13.3					
13.4					

Answer Key					
#	Group	Name	Inputs	Tools & Techniques	Outputs
4.1	Initiating	Develop Project Charter	Business Documents	No Key	Project Charter
			Agreements		Assumption Log
4.2	Planning	Develop Project Management Plan	Project Charter	No Key	Project Management (PM) Plan
			Outputs from other processes		
4.3	Executing	Direct & Manage Project Work	PM Plan	No Key	Deliverables
			Approved Change Requests		Work Performance Data
					Issue Log
4.4	Executing	Manage Project Knowledge	Deliverables	Knowledge Management	Lessons Learned Registry
				Information Management	
4.5	M & C	Monitor & Control (M&C) Project Work	PM Plan	No Key	Work Performance Reports
			Work Performance Info		
			Schedule Forecasts		
			Cost Forecasts		
4.6	M & C	Perform Integrated Change Control	Change Requests	No Key	Approved Change Requests
					Change Log Updates
4.7	Closing	Close Project or Phase	Accepted Deliverables	No Key	Final Transition
					Final Report
					Lessons Learned Updates
5.1	Planning	Plan Scope Management	No Key	No Key	Scope Management Plan
					Requirements Management Plan
5.2	Planning	Collect Requirements	PM Plan	Decision Making	Requirements Documentation
				Data Representation	Requirements Tracability Matrix
				Data Gathering	

#	Group	Name	Inputs	Tools & Techniques	Outputs
5.3	Planning	Define Scope	Requirements Documentation	Data Analysis	Project Scope Statement
				Alternatives Analysis	
				Product Analysis	
5.4	Planning	Create WBS	PM Plan	Decomposition	Scope Baseline
5.5	M & C	Validate Scope	Validate Deliverables	Inspection	Accepted Deliverables
5.6	M & C	Control Scope	Work Performance Data	Data Analysis	Work Performance Information
6.1	Planning	Plan Schedule Mgmt	No Key	No Key	Schedule Mgmt Plan
6.2	Planning	Define Activities	Schedule Mgmt Plan	Decomposition	Activity List
			Scope Baseline	Rolling Wave Planning	Activity Attributes
6.3	Planning	Sequence Activities	Activity List	Precedence Diagram Method	Project Schedule Network Diagrams
				Dependency Determination	
			Milestone List	Dependency Integration	
				Leads & Lags	
6.4	Planning	Estimate Activity Durations	Activity List	Analogous (Top-Down) Estimating	Activity Duration Estimates
				Parametric Estimating	
			Resource Calendars	3-Point Estimating	
			Resource Requirements	Bottom-Up Estimating	
6.5	Planning	Develop Schedule	Activity List	Critical Path Method	Project Schedule
				Resource Optimization	
			Project Schedule Network Diagrams	Leads & Lags	Schedule Baseline
				Schedule Compression	
			Activity Duration Estimates	Schedule Baseline	
6.6	M & C	Control Schedule	No Key	Iteration Burndown Chart (Data Analysis)	Work Performance Information
					Schedule Forecasts
					Change Requests

#	Group	Name	Inputs	Tools & Techniques	Outputs
7.1	Planning	Plan Cost Mgmt	No Key	No Key	Cost Management Plan
7.2	Planning	Estimate Costs	No Key	Analogous (Top-Down) Estimating	Cost Estimates
				Parametric Estimating	
				3-Point Estimating	
				Bottom-Up Estimating	
7.3	Planning	Determine Budget	Cost Estimates	Cost Aggregation	Cost Baseline
			Agreements	Funding Limit Reconciliation	Project Funding Requirements
7.4	M & C	Control Costs	PM Plan (Cost Baseline)	Earned Value Analysis	Work Performance Information
			Project Funding Requirements	To-Complete Performance Index	Cost Forecasts
8.1	Planning	Plan Quality Management	No Key	Data Gathering	Quality Management Plan
				Data Analysis	
				Decision Making	Quality Metrics
				Data Representation	
				Test & Inspection Planning	
8.2	Executing	Manage Quality	No Key	Data Analysis	Quality Reports
				Data Representation	
				Audits	Test & Evaluation Documents
				Design for X	
				Quality Improvement Methods	
8.3	M & C	Control Quality	Deliverables	Inspection	Verified Deliverables
			Project Documents	Data Gathering	Quality Control Measurements
				Data Representation	
9.1	Planning	Plan Resource Management	No Key	Organizational Theory	Resource Management Plan
				Data Representation	Team Charter

#	Group	Name	Inputs	Tools & Techniques	Outputs
9.2	Planning	Estimate Activity Resources	No Key	Analogous (Top-Down) Estimating	Resource Requirements
				Parametric Estimating	
				Bottom-Up Estimating	Resource Breakdown Structure
				Data Analysis	
9.3	Executing	Acquire Resources	No Key	Pre-Assignment	Physical Resource Assignments
				Decision Making	Project Team Assignments
				Virtual Teams	Resource Calendars
9.4	Executing	Develop Team	No Key	Colocation	Team Performance Assessments
				Virtual Teams	
				Recognition & Rewards	
				Individual & Team Assignments	
				Interpersonal & Team Skills	
9.5	Executing	Manage Team	Performance Assessments	Interpersonal & Team Skills	Change Requests
			Work Performance Reports		
9.6	M & C	Control Resources	Work Performance Data	Problem Solving	Work Performance Information
				Data Analysis	
10.1	Planning	Plan Communications Management	No Key	Comms. Requirements Analysis	Communications Management Plan
				Communication Models	
				Communication Methods	
				Data Representation	
				Interpersonal & Team Skills	
10.2	Executing	Manage Communications	No Key	Communication Skills	Project Communications
				Interpersonal & Team Skills	
10.3	M & C	Monitor Communications	No Key	Data Representation	No Key
				Interpersonal & Team Skills	

#	Group	Name	Inputs	Tools & Techniques	Outputs
11.1	Planning	Plan Risk Management	No Key	No Key	Risk Management Plan
11.2	Planning	Identify Risks	Agreements	Prompt Lists	Risk Register
				Data Gathering	Risk Reports
				Data Analysis	
11.3	Planning	Perform Qualitative Risk Analysis	No Key	Risk Probability & Impact Assessments	Qualitative Risk Assessments
				Probability & Impact Matrix	
				Data Representation	
11.4	Planning	Perform Quantitative Risk Analysis	No Key	Representations of Uncertainty	Quantitative Risk Assessments
				Data Analysis	
11.5	Planning	Plan Risk Responses	No Key	Strategies for Threats	No Key
				Strategies for Opportunities	
				Contingent Response Strategies	
11.6	Executing	Implement Risk Responses	No Key	No Key	Change Requests
11.7	M & C	Monitor Risks	No Key	Audits	No Key
				Reserve Analysis	
12.1	Planning	Plan Procurement Management	No Key	Make-Or-Buy Analysis	Procurement Management Plan
					Procurement Strategy
					Bid Documents
				Source Selection Analysis	Procurement SOW
					Source Selection Criteria
					Make-Or-Buy Decisions
					Independent Cost Estimates
12.2	Executing	Conduct Procurements	No Key	Advertising	Selected Sellers
				Bidder Conferences	
				Data Analysis	Agreements
				Interpersonal & Team Skills	

#	Group	Name	Inputs	Tools & Techniques	Outputs
12.3	M & C	Control Procurements	No Key	Claims Administration	Closed Procurements
				Inspection	
				Audits	Work Performance Information
				Data Analysis	
13.1	Initiating	Identify Stakeholders	Project Charter	Data Gathering	Stakeholder Register
				Data Analysis	
				Data Representation	
13.2	Planning	Plan Stakeholder Engagement	No Key	Data Representation	Stakeholder Engagement Plan
13.3	Executing	Manage Stakeholder Engagement	No Key	Communication Skills	Issue Log Updates
				Ground Rules	
				Interpersonal & Team Skills	
13.4	M & C	Monitor Stakeholder Engagement	No Key	Communication Skills	No Key
				Data Representation	
				Interpersonal & Team Skills	

