Cheetah Exam Prep Toolkit ™

For the PMP®

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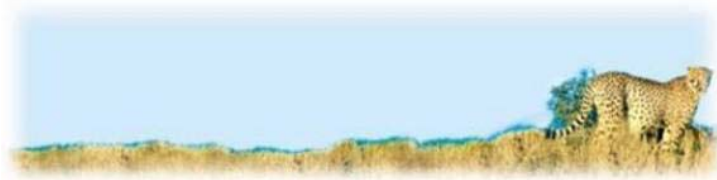www.cheetahexamprep.com

CHEETAH ™ Exam Prep

January 2005

Hello and thank you for including us on your path to career success. Here is your free *Cheetah Exam Prep Toolkit*® for the PMP®.

This toolkit will help you speed up your pursuit of the PMP certification. It contains numerous valuable tactics for passing the PMP exam, fast. Over 500,000 people have downloaded this toolkit since its first release in July 2001.

We designed the toolkit so you can easily read through it in 30 minutes and be on your way to becoming a PMP. Get comfortable and take the next 30 minutes to read through it in its entirety, then save it as a handy reference.

Cheetah Exam Prep Toolkit™

Valuable tips to speed you through the PMP Certification Process and help you pass your PMP Examination, the first time.

Provided by The Cheetah Exam Prep Team

This toolkit explains the Project Management Professional (PMP) credential, why it's becoming increasingly critical for project managers to hold this credential, and how to go about becoming certified as a PMP. Much of the information provided in the following pages is available only by attending formal PMP Exam Prep classes as a paid participant. Because the Cheetah Exam Prep course is designed to get you to pass the PMP exam, not just prep for the exam, we provide the tools to prep for the exam free, in this toolkit. We update this throughout the year and it's quite valuable. To get maximum benefit from your Toolkit, read it through in its entirety at least once, then use it as a handy reference as needed.

What is the Project Management Professional (PMP) Credential?

The Project Management Institute (PMI[R]) is the Project Management profession's flag bearer. They do extraordinary work to advance the science and application of modern Project Management. One of their many significant accomplishments and on-going programs is the formal certification of Project Managers - their Project Management Professional (PMP) program. This program helps to ensure the highest professional and ethical standards within the community of practicing Project Management Professionals.

Cheetah Observation #1

When people are exposed to new material in at least three different formats and contexts, it becomes rote and speeds instant recall. When studying for the PMP exam, find a variety of formats that presents the information on the test and review your study material at least three times.

Why is the PMP an important credential?

To understand why the PMP is such an important credential, you should know the history of Modern Project Management and why it is such a hot management topic.

Modern Project Management … *the science of getting things done*

Project Management is described by many as *the science of getting things done*. Projects have been around for as long as our planet has existed. Some even consider mother nature the first project manager— organizing a large portfolio of projects leading to where we are today. That process is organic and at times chaotic, producing unpredictable deliverables and outcomes. Luckily, we mere humans never undertake projects of such magnitude. In today's fast-paced, business-oriented world, we've created modern project management standards, tools and techniques to *get things done* on our projects in a way that is quick and efficient.

Just as mother nature has evolved, the science of modern project management has been evolving since the days of World War II. The Manhattan Project is considered the birthplace of modern project management. To successfully complete this massive project (creating the world's first nuclear weapons) the brains behind the effort created new methods of planning, execution and control. The Manhattan project had enormous unknowns and overwhelming logistics. In fact, three secret cities were built to support the project. It was an enormous undertaking to plan, execute and control the process of building, populating, and

sustaining three secret cities with up to 20,000 residents each. Many of the concepts and tools we use today in Project Management were developed during the Manhattan Project.

Since those days in the early/mid 1940s, modern project management has been evolving. In 1969, PMI was established, to create industry standards, advance the science of project management and promote professional responsibility. In 1984 a small handful of Project Managers became the first PMPs. In 1987, PMI published the industry's first comprehensive set of accepted Project Management standards called *The Project Management Body of Knowledge* (PMBOK[®] GUIDE). The PMBOK® GUIDE was updated in 1996 and again in 2000 and the new PMBOK GUIDE 3rd edition was released in November 2004. However, until Sept. 2005, the test is based n the PMBOK® GUIDE 2000.

In September 1999, the PMBOK® GUIDE became a formal ANSI (American National Standards Institute) Standard, *ANSI/PMI 99-001-1999*. Now, with the PMBOK GUIDE serving as an ANSI Standard, industries throughout the world have uniform tools and techniques to manage projects. We now have a worldwide common language with respect to Project Management.

The new ANSI Standard is quickly being embraced by industries, governments, institutions and academia throughout the world. But there is a lot of catching-up to do. PMI estimates there are 12 million professionals currently working in Project Management worldwide, with 4.5 million in the United States alone. We will be very busy for at least the next ten years with training and development activities, bringing the world into alignment with our new Project Management standards.

What does this all mean to you? It means that there is now a rapidly growing demand for Project Management Professionals to lead the world's industries into a new Modern Project Management era. Check out a few of the larger web-based employment sites. Do a search for "PMP " or "PMI" and you will find many employers seeking PMP/PMI Certified Project Managers. Check back routinely and you will find that the number grows almost daily.

Today, PMIs membership over 135,000 with around 84,000 PMPs.

Studies indicate that only 25% of all projects worldwide succeed in achieving budget, schedule and quality objectives. However, these same studies indicate a 75% success rate for projects that employ Modern Project Management concepts, tools and techniques. These facts, coupled with our new ANSI Standard,

PM Observation #1

are the driving forces behind today's enormous interest in Modern Project Management.

Are you concerned about saturation? With so many Certified Project Management Professionals in the world, do we risk diminishing our importance? Not at all. Consider that PMI is now an international organization with over 135,000 members. That membership level represents only one-half of one-percent of all those 12 million professionals working in the field. Even with 90,000 PMs at the beginning of 2005, that represents a very tiny fraction of the profession. Indeed, the PMP Certification is a highly valuable professional credential, now and for many years to come.

Many popular management initiatives have gone the way of fads in recent years. Total Quality Management, Just In Time Management, Continuous Quality Improvement, Critical Chain Theory—all of these tools are valuable, but address only very specific areas.

PM Observation #2

In Harold Kerzner's recent must read book, "In Search of Excellence in Project Management," he studies 200 of the world's top corporations. His findings indicate that only 29 of the 200 companies achieve his highest rating as "excellent or on the right track." We have a long way to go before a high Project Management maturity level is achieved throughout industry as a whole.

After a short while, their importance in the big picture fades. Modern Project Management is the hot topic today. Because the techniques of Modern Project Management work whether you're completing projects in a small start-up operation or in a large multi-national conglomerate, it has staying power. Modern Project Management is all-encompassing and incorporates all of the past management specialties and much more. Most management experts agree that Modern Project Management is here to stay for many, many years into the future.

PM Observation #3

In PMIs Project Management Salary Survey Third Edition, it was found that Project Managers' annual base salaries generally average around $85,000 with top experienced Project Managers near $115,000. The survey also indicated that PMP Certification clearly carries added value. Overall, PMPs are getting paid more than non-PMPs.

How Do I become a PMP?

The PMP Certification Process— Do you have what it takes?

Certification Overview

The stated purpose and goal of PMIs Project Management Certification Program is the development, maintenance, evaluation, promotion and administration of a rigorous, examination-based, professional certification program of the highest caliber. In 1999, PMIs Certification Program Department became the first professional certification program department in the world to attain ISO 9001 recognition.

The Project Management Professional (PMP) program supports the international community of Project Management Professionals and is designed to objectively assess and measure professional knowledge. PMP program requirements and eligibility standards are applied fairly and impartially, and are consistent with applicable laws.

To achieve PMP certification, you must satisfy all the educational and experiential requirements established by PMI and must demonstrate an acceptable and valid level of understanding and knowledge about project management that is tested by the PMP Certification Examination. In addition, those who have been granted the PMP credential (certificants) must demonstrate ongoing professional commitment to the field of Project Management by satisfying Professional Development Program requirements.

When applying for certification as a PMP, you must satisfy the educational and experiential requirements for one of the following categories, and agree to abide by the PMP Code of Professional Conduct.

Category 1 At the time of application, you must hold a baccalaureate or equivalent university degree and have a minimum of 4,500 hours of project management experience within the five (5) process groups. Your Experience Verification Form(s) must show a total of at least 4,500 hours and the project dates must indicate that you have at least three (3) years of Project Management experience within the six-year (6) period prior to the application. You must indicate at least thirty-six (36) unique (non-overlapping) months of Project Management experience on the Experience Verification Form(s) to satisfy the three-year (3) requirement.

Required supporting documentation for Category 1:
* Date of completion of you baccalaureate or equivalent university degree.
* Experience Verification Form(s) meeting criteria listed above
* 35 hours of PM training prior to applying for the PMP eligibility—for people who register for Cheetah Exam Prep for the PMP course, as part of the course orientation kit, we have an online course (at no cost) that satisfies this requirement. This is only available to people who are registered and paid for the Cheetah Exam Prep for the PMP course.

Category 2: You can qualify for this category if at the time you apply, you do not hold a baccalaureate or equivalent university degree but hold a high school diploma or equivalent secondary school credential, and have a minimum of 7,500 hours of Project Management experience within the five (5) process groups. The number of hours on your Experience Verification Form(s) must total at least 7,500 hours and the project dates must indicate that you have at least five (5) years of Project Management experience within the eight-year (8) period prior to the application. You must indicate at least sixty (60) unique (non-overlapping) months of Project Management experience on the Experience Verification Form(s) to satisfy the five-year (5) requirement.

Required supporting documentation for Category 2:*

- Experience Verification Form(s) meeting criteria listed above
- 35 hours of PM training prior to applying for the PMP eligibility. For people who register for the Cheetah Exam Prep for the PMP course, as part of the course orientation kit, we have an online course (at no cost) that satisfies this requirement. This is only available to people who are registered and paid for the Cheetah Exam Prep for the PMP course.

Certification Fees (U.S. dollars)
If you are a PMI member, you will be charged a $405 fee, which covers the entire certification process, including your exam. For non-members the fee is, $555.You must send payment in-full with your application forms.

Speeding up Your Application Process

The PMI PMP eligibility application includes your Experience Verification Forms

In our Cheetah Exam Prep for the PMP course, we have seen that people from both categories who have over 7,000 hours of Project Management experience in their entire career, and have worked in Project Management over 75% of the time for the

Cheetah Observation #2

past two years, have the highest pass rates the first time through the program. People with less experience are more challenged by the exam. In our program, the people with the experience levels closer to the eligibility borderline have a pass rate around 85%* - still higher than the industry standard of 60%, but not as high as the people with more experience. The PMP exam really does measure PM experience.

Regardless of our participants' experience level, we guarantee they will pass the first time —if they don't we pay for them to retake the exam until they pass. If after three times, they don't pass, we refund the course fee. Certain time conditions apply.

which detail your Project Management work experience and educational background, and your examination application with appropriate fee. Your application and documentation supplied must be provided in English. With the process we're going to show below, you can reduce the time needed to file your application from eight hours to two hours. Be thorough and accurate with your submittals.

To File Your Application:

1. Summarize your project management experience, include the project names, and companies for whom you did the projects. See the link to the verification spreadsheet on the page where this link was found. The verification form has to summarize your project experience by project management phase.
2. File your information online by going to https://certificationapp.pmi.org—this is an online form available through PMI for filing your application. It's best to first become a member before filing this form as the exam fee drops from $550 to $405 for members.

PM PHASES

Initiating Processes:	Recognizing that a project or phase should begin and committing to do so.
Planning Processes:	Devising and maintaining a workable scheme to accomplish the business need that the project was undertaken to address.
Executing Processes:	Coordinating people and other resources to carry out the plan.
Controlling Processes:	Ensuring that project objectives are met by monitoring and measuring progress and taking corrective action when necessary.
Closing Processes:	Formalizing acceptance of the project or phase and bringing it to an orderly end.

PM Observation #4 *PMI audits a significant percentage of accepted Certification applications. It's best to assume that your application will be audited. During the audit process, PMI requires formal verification of all information by your employer(s) and schools. This is a very formal process designed to maintain quality in the Certification Program. If incorrect information is found during the audit process, you will have your Certification or eligibility revoked.*

Application Processing Time

PMI states they will process your certification application within 10 to 14 working days. Once your application is processed, you will receive your eligibility letter, usually via email, with an identification code and detailed testing information. You will find that PMI is actually much faster than their listed response time when people file online. Thank You PMI! See Cheetah Observation. #3. PMI has been known to experience processing delays on occasion. During such "peak demand" periods, your application processing could take up to six weeks. This doesn't seem to be a problem for people who file their application online.

Cheetah Observation #3

We've found that when people file their PMP eligibility applications online with PMI, their applications are processed within days and the Prometric Test Center (the organization that administers the PMP exam) receives their eligibility number within 48 to 72 hours -well before the applicant receives their eligibility letter. If PMI tells you your application has been processed, or your eligibility letter is "in the mail" you can call the PMI and ask them to email you a copy of your eligibility letter.

Eligibility Duration

You must take the PMP exam within one year of receiving your eligibility letter. Your eligibility cannot be renewed. If your eligibility expires, you'll have to apply and pay again. Also, you can request a partial refund if you decide against taking the Exam after you have been approved. PMI will retain $200 to cover processing costs.

Current Eligibility Changes

You are now required to have a minimum of 35 contact hours of formal Project Management training prior to applying to take the PMP exam. Most people have some form of Project Management training since training from a wide variety of sources is considered valid. In the event a student does not have the 35 hour pre-requisite—we offer a free online course they can participate in to satisfy this requirement. People must be registered and pay for our Cheetah Exam Prep for the PMP course to participate in the online program.

PMI Professional Development Program

Once you have successfully completed the certification process you are officially a PMP (Congratulations!). Keep in mind that you must still satisfy PMIs Professional Development Program to maintain your certification. The program requires you to attain a

minimum of 60 Professional Development Units (PDUs) every three years, and agree to adhere to PMIs Project Management Professional Code of Professional Conduct. You will receive detailed information on the program along with your PMP Certificate, PMP lapel pin and other information, shortly after passing the exam. Cheetah Exam Prep offers cutting edge project management courses online where participants can earn their PDU's for $20 per PDU. Considering most companies charge over $100 per PDU, this represents a tremendous value.

Certificate of Added Quality (CAQ)

PMI is in the process of establishing specialty certifications for PMPs. They are called Certificates of Added Quality (CAQ) and require passing industry-specific examinations. To date, only one CAQ is available, to PMPs in the Automotive Industry. You may reference more information on CAQ Certification at PMI's web site at www.pmi.org.

The PMP Exam

Once you get your eligibility letter, it's time to focus on the PMP exam. For many PMP candidates, the exam is the most challenging part of the certification process. So we'll go into a fair amount of detail here.

Computer-based Examination Administration

The PMP exam is offered via computer at approximately 1,700 testing centers worldwide, with 300 in North America. The testing centers in North America are operated by the Prometric (Sylvan Learning Centers) organization. When you receive your PMP eligibility letter, you must schedule a date/time directly with the testing center that is most conveniently located for you. Detailed information is provided with your letter. As mentioned in Cheetah Observation 3 on page 9, as soon as you find out that PMI has processed your online application, you can call give it a try with Prometric to schedule your exam or go to www.2test.com.

Cheetah Observation #4

The Examination process is very stressful for most people. People who go through the exam under the Cheetah Exam Prep for the PMP course, are encouraged and supported with following a diet, exercise, lifestyle and attitude plan that significantly decreases their stress levels while improving their focus and concentration, even in the most difficult of external circumstances. We taught the first course in Boston during the week of 9/11 and our students passed the test on Friday. Course participants report that they have never felt better - passing the exam is sure to help with that overall feeling of well being.

When you arrive to take the exam, you must sign in. The exam proctor calls your name to start the exam in the order in which you have signed in. Before you can start your

PMP Exam Tip #1   *Being relaxed is the best way to insure you can successfully clear this exam. Make sure you eat an adequate meal before the exam. Learn stress reduction techniques that you can use during the exam when things get tense. Take a drive to the exam location several days before your exam to be sure you know how to get there. Have someone who cares about you come with you to the exam so they can be there for moral support when you come out for breaks.*

exam, you must show two forms of identification along with your eligibility letter—one form of identification has to be a government form of identification such as a drivers license or a passport that has your picture and signature. The other form of identification can be a credit card or your PMI membership card—as long as it has your signature. The test center will give you a locker outside of the testing room for your belongings. Some centers watch to make sure you empty everything out of your pockets, including your wallet. You will not even be allowed to bring in your own pen. Many test centers do not let you access your locker during the exam. If you bring snacks and water, which you will find necessary, you can keep it on top of the lockers.

Once you have taken care of your personal belongings, your assigned proctor will give you ear plugs, scratch paper, two pencils, and a calculator if you didn't bring your own. You cannot bring a programmable calculator to the test. They will take you to your individual testing station, which is separated from the other testing stations by partitions that look like office cubicles. Depending on the test center, the room may be dimly or brightly lit. It might be hot, or cold—dress in layers just in case. You may also have a desk lamp. The computer screen is normally 19" to give you a large viewing area and the test questions are presented one at a time in plain black and white to avoid screen clutter. Some people find the computer screen is too close to their face and they have a hard time viewing the questions. If you have trouble viewing close up—bring your glasses.

If you have special considerations, such as ADD, a visual impairment, cerebral palsy, etc. you can contact PMI and request a special consideration. Usually you have to provide a doctor's note specifying the condition and request additional time or help, such as a reader if you have a visual impairment. In our experience, PMI is generous in giving extended time for the test or providing a resource if needed. Do not be shy about requesting this consideration as you want to pass the test the first time. The consideration must be approved and in place before you receive your eligibility. The test center cannot provide special consideration unless it is part of your eligibility.

You do not have to start the exam when you first sit down. You can do the tutorial first then start the exam. The people who go through the Cheetah Exam Prep course learn how to quickly record, on their scratch paper provided by the test center, key PM concepts and equations. This reduces their stress levels when

Cheetah Observation #5

they encounter difficult questions that require working through complex calculations or thought processes.

When you sit down at your testing station, the proctor helps start the exam process. You are given the option of doing the computer tutorial before starting. Definitely do this, it will help you get acclimated to the testing environment. Once you start the exam, a clock also starts showing how much time you have remaining to complete the exam. The tutorial IS NOT PART OF THE FOUR HOUR TEST.

The exam is 200 multiple-choice questions, randomly selected by category, from a bank of thousands of possible questions. No two exams are identical. You have four hours to complete all 200 questions.

Passing Score

If you answer 137 of the 200 questions correctly you pass the exam and become a PMP. This exam is a gate, not a gauge. You either pass or you don't pass. This means a passing score equal to 69%. To the "un-initiated" a score of 69% seems like an easy objective. However, rumor has it that 35% of people don't pass this exam the first time. Even with our coaching, and our intense immersion approach, every once in a while we

We participate in a variety of Internet discussion boards relating to the

Cheetah Observation #6

PMP exam. On these discussion boards, many people have reported that the first fifty questions of the PMP exam are the

hardest. However, our students have experienced a wide variety of patterns of difficulty—sometimes they report they were especially challenged by the first ten questions and then found very difficult questions randomly distributed throughout. Sometimes there were only one sentence easy questions and other times there were many long and complex questions. Since the exams are generated randomly, we prepare our students for any type of configuration and they learn how to stay relaxed and focused even under the most difficult situations.

have people who don't clear the "gate" and they report that they have never "failed" an exam in their life.

This is a very difficult exam, and to achieve a successful score of 69%, you will have to study hard . You not only have to thoroughly *know your stuff*, you have to have a variety of real world experience to be able to work through the questions. The people who score very high on the exam who participate in the Cheetah Accelerator Course are the ones who have a wide range and depth of PM experiences, are able to completely immerse themselves in the week intensive prep, and are able to use the techniques taught in the program to remain relaxed and focused during the exam.

Re-Examination

If you don't clear the "gate" with a score of 137 on your first attempt, you can take the exam again— just submit a Re-Examination Form to PMI . There is no waiting period

PMP Exam Tip #2 *When taking the Exam, you have a little more than one-minute per question. The best strategy is to answer the easy questions first—each question is only one point so you don't score more points by answering the hard questions.*

to submit the form or to re-take the exam. You can usually reschedule your exam within two weeks, but you must submit your re-examination form within one year from the original test date. Once PMI processes the re-examination fee , they send you a new eligibility letter containing testing information, identification code, and a new one year eligibility period. The re-examination fee is $275.00 US for PMI members and $375.00 US for non-members. We get a number of students through our program who didn't pass the exam the first time through when they were using their own self-study approach or one of the other exam prep programs on the market. We love having them—the pass rate for that group is very high with our approach.

What are the Exam questions like?

PMI reformatted the exam about three years ago. Be careful if you're practicing with an exam database that gives you short questions with five answers—that was the previous format when the exam comprised 320 fact-oriented multiple-choice questions. Thank goodness we get a different approach now! With the old exam, candidates were given a full eight hours to complete it. If you knew your facts and figures, then you could whip through the exam questions pretty easily. With the new format, all of this has changed.

The exam that is given today is much different. It's been developed to fully test your understanding of Modern Project Management concepts, standards, tools and techniques … not just a rote repeat of facts and figures. The questions are designed to test both your

understanding and your practical application abilities simultaneously. You will see a wide variety of question types.

The exam includes some simple factual questions. Here are two examples:

Which of the following is used to ensure the description of the product of the project is correct and complete?

a. Scope Verification
b. Procurement Audit
c. Configuration Management
d. Project Management Information System

Your most recent project status report contains the following information: EV=3,500, AC=4,500 and PV=4,200. The schedule variance is:

a. +1,000.
b. +700.
c. -700.
d. -1,000.

Many questions will require you to eliminate the *incorrect* answer, such as:

Inputs to schedule development include all of the following except:

a. Network diagrams
b. Rick management plan
c. Resource requirements
d. Cost baseline.

Here's one more:

Lessons learned are outputs from all of the following *except*:

a. Integrated change control
b. Quality control
c. Schedule control
d. Cost control

There are also some fill-in-the-blank type questions. The examples up to this point represent the easier types of questions on the exam. The more difficult questions, which comprise most of the exam, are those that present a hypothetical situation and then ask you for the best response. Here is an example:

You've been hired to manage a multinational team of engineers to build a bridge across an isthmus. The team completed the project on time and within budget. At the ribbon cutting ceremonies, you are presented with the keys to the city and a vacation package for two. Your most appropriate action would be to:

a. Gracefully accept both
b. Accept the key to the city but decline the vacation for two.
c. Accept both but return the vacation for two in private after the ceremony
d. Decline both

PMP Exam Tip #3

On some exam questions, all four answer options are correct statements. However, three will have little or no bearing to the particular question. This is often disorienting. Additionally the test is full of very wordy, confusing and contradictory hypothetical situational questions, where you are asked to pick the "best" choice—but none of the choices is one you would opt to do in "real life." You have to read some of these questions three and four times to understand what they are asking. Take your time, check your work, and answer each question from the PMI perspective.

These questions can be very challenging, especially if you're anxious and fatigued. First, the question is long and drawn out. It is time consuming. Then it requires you to make a judgment call rather than selecting a clear answer. With these type of questions, you must stay focused, clearly understand what is being asked, and then use a combination of your training and practical experience to select the best answer. In this example, all four options are logical, but one will be better than the others.. In this case, b. is the best answer, according to PMI Code of Professional Conduct Standards. Many candidates get these type of questions wrong because they either fail to fully understand what the question asked or they don't understand the concepts behind PMIs Standards.

If you have studied the right materials, know your PMBOK GUIDE, can draw on a solid experiential background in Project Management, and stay focused throughout the exam, you will do fine with all question types.

How To Prepare/What to Study

There is an unlimited amount of advice within the Project Management community concerning *what to study* and *how to prepare* to successfully pass the PMP exam. There are scores of good reference books and commercial exam prep courses available. Regardless of the approach and sources of information you decide to use, there are two basic *musts* for you to recognize.

First, you *must* have an effective combination of both practical experience *and* formal training in Modern Project Management to pass the PMP exam. You cannot succeed without both.

PMP Exam Tip #4 *During the test, you can mark questions on the computer and then go back and check them later. You can actually go back and check every single question if you wish. But marking the questions you had trouble with helps you move through the exam faster when you're going back to check on the ones that you weren't sure about. In the Cheetah Exam Prep course we instill in our students a very useful exam-taking habit. Students record for every question if they knew it dead on, if they were able to get down to two choices or if they had no clue what the answer was. What they learn, almost instinctively by the time they take the test, is to focus on the questions they know dead on and move through the exam very quickly. Then they go back and do the more challenging questions they missed. This gives them a critical psychological advantage, because they build up their confidence with the easy ones that then enables them to have a clearer mind for the more difficult ones.*

Second, assuming that you have satisfied the experiential criteria for certification, you *must* acquire formal training in Modern Project Management concepts, standards, tools, and techniques. Most candidates who take the exam have solid experience and training in *several* Project Management areas. For example, a PMP candidate may be expert in Scheduling, Network Diagramming and Cost Estimating, but weak in Risk Management and Procurement Management. Very few candidates have solid training and experience in *all* areas of Modern Project Management … and the PMP exam requires a thorough understanding of *all* areas to pass. You will need some formal training to at least reinforce your weaker areas.

PMP Exam Tip #5 *There are a number of PMI themes regarding Project Management that you must know to fully understand the questions asked on the exam. One of those themes is that "Projects must be strategically aligned with the high-level strategic objectives of the performing organization."*

Here is a general outline of what you *must* have down cold before taking the exam:

1. A thorough understanding and working knowledge of the PMBOK GUIDE (ANSI Standard) (PMBOK GUIDE 2000).

    a. Project Management Context and Framework
    b. Project Management Processes and the Five Process Groups
    c. All Nine Project Management Knowledge Areas
        - Project Integration Management
        - Project Scope Management
        - Project Time Management
        - Project Cost Management
        - Project Quality Management
        - Project Human Resource Management
        - Project Communications Management
        - Project Risk Management
        - Project Procurement Management
    d. 111 Sets of Inputs/Tools & Techniques/Outputs
    e. 39 Defined Project Management Processes
    f. 58 Common Project Management Acronyms
    g. 241 Project Management Term Definitions

2. A thorough understanding and working skills with …

    a. Network Diagramming
    b. Earned Value Analysis
    c. Project Scheduling
    d. General Management Practices
    e. Change Control Systems
    f. Work Authorization Systems
    g. Work Breakdown Structures
    h. Strategic Business Planning
    i. Project Task Interdependencies
    j. Estimating
    k. General Accounting Standards
    l. Quality Control
    m. Quality Assurance
    n. Conflict Management
    o. Motivation Theory
    p. Communications Management
    q. Risk Management
    r. Contracts Administration
    s. Procurement Management
    t. PMP Professional Responsibility

As mentioned earlier, there are many quality sources of information and training available to help you prepare for the exam. The important thing to recognize is that your sources need to include *all* of the listed items.

The PMBOK GUIDE will be an essential element in your study materials. You must know it inside and out. You should also understand that the PMBOK GUIDE is a 176 page industry *Standard*. It is not a teaching guide or textbook and it may be difficult to read and intuitively understand. You will not learn Modern Project Management from the PMBOK GUIDE alone.

PMP Exam Tip # 6

Two other recurring PMP Exam themes are "Project Managers should spend 90% of their time communicating." and "Planning is the most important of all the

On March 4, 2002, the 2000 edition became the basis of the present exam. The PMBOK GUIDE Third Edition is due out in November 2004. However, the exam will not be updated to reflect the information in the Third Edition until late summer or early fall 2005. Continue to use the PMBOK GUIDE 2000 to study for the PMP exam if you are planning on taking it before September 2005.

Cheetah Observation #5

People remember pictures better than words. In the Cheetah Exam Prep for the PMP course, we present key concepts using color-coded graphics .These graphics are presented with our key word analysis worksheets in short ten to twenty minute sessions. We keep lecture time short as we have also found that most people can only learn and retain information they hear for twenty minutes or less before they tire and have to use a different learning technique. To be successful with the PMP exam and shorten your prep time, use a variety of learning methods.

You need to supplement your PMBOK GUIDE studies with other material that presents the basics of Modern Project Management. There are many excellent texts and desk references available, written by experts in Project Management. Some offer in depth and comprehension information while others are good for quick answers to common Project Management tools and techniques. *Project Management: A Systems Approach to Planning, Scheduling and Controlling* (7th edition, 2001) by Harold Kerzner, Ph.D. will provide you with most of the information you need to supplement the PMBOK GUIDE . This is a 1,200 page text (with small print) and will take some time to master. It is a good idea to focus your supplemental study only on those areas that track with the PMBOK GUIDE . Use the

PMBOK GUIDE to identify those areas that need to be studied, then go to the other PM references for that supplemental study.

On March 4, 2002, twenty nine new questions appeared on the PMP exam to address Professional Responsibility. The best single source of study material in this area is PMIs PMP Code of Professional Conduct, available at PMIs website. The concept and practice of *respecting cultural differences* is an integral part of Professional Responsibility. Therefore, any material that addresses this topic may be a good source for supplemental study. At the bottom of PMIs page www.pmi.org/info/PDC_CertResMaterials.asp three additional reference books can be found concerning Professional Responsibility.

PMP Exam Tip #7 *Two other recurring PMP Exam themes … "The Project Team must be involved early in the Planning process and in all major decisions." "The Project Team is all-important; and Lessons Learned and Historical Records are essential inputs to just about every Project Management process."*

Should I Self Study or Take a Commercial PMP Prep Course?

Surveys indicate that only 10% of all candidates take the self-guided study approach. With this method you get what you put into it. If you're confident you can learn and assimilate all the material you need to know to clear the exam, and you can put in several hours per day for several months, try this route. It's not the fastest, but if you have more time than money, (and you can't make money from your time) then it's the way to go—the worst that will happen is you will have spent 3 to 6 months studying and not clear the exam. The pass rate for all people taking the PMP is 65%. Self-guided study certainly works for some candidates, but for most it represents the longest and riskiest path.

What sorts of courses are available?

If passing the exam after investing hours of study time is important to you, then you might want to factor in a prep course. But make sure your time will be well spent. Some prep courses provide information that you are getting in this toolkit and not much more. There are many seminars and development courses from which to choose. PMI normally maintains a current listing of Registered Education Providers at their website. To ensure that this training qualifies for the 35 hour pre-exam training required, make sure you participate in a program offered by a Registered Education Provider. On the next page, we provide you with a comprehensive list of companies offering PMP exam prep.

PMP Exam Prep Providers

Advance Management Services Inc	www.amsconculting.com	2 days	MA
Bay 3000 Consulting	www.bay3000.com	6 days	Canada
Citi	www.citi.co.uk	2 days	England
e-Training at ESI International	http://e-training.esi.intl.com	N/A	VA
Global Project Management Group	www.gpmg.com	2 days	MO
Innovators International	www.pmleader.com	7 days to online	IA
International Institute for Learning, Inc.	www.iil.com	2 days	NY
ISIM University	www.isimu.edu	2 days	CO
Martin Training Associates	www.martintraining.net	1 day	OH
PCI Global Inc	www.pciglobal.com	2 days	NJ
Pittsburgh Project Management Center	www.consultusa.com	2 days	PA
PM College	www.pmsolutions.com/pmcollege	2 days	PA
PMCC, Inc.	www.pmcctech.com	1 day	LA
Project Management Group, Inc.	www.projectmgmtgroup.com	4 days	IN
Project Management Leadership Group	www.pmlg.com	2 days	GA
Project Management Prof Learning , LTD	www.pmprofessional.com	5 days	England
PSM Consulting Services	www.psmconsult.com	3 days	LA
Ruggles & Associates, Inc	www.rugglesinc.com	6 days	NJ
SPMGrou[, LTD	www.spmgroup.ca	5 days	Canada
Westney Project Services, Inc.	www.westney.com	3 1/2 days	TX
Advanced Computer Technology, Inc.	www.actpr.com	2 days	PR
Astro Wix Corporation	www.astrowix.com	3 day	CA
Business Management Consultants	www.bmc-online.com	6 days	TX
Capstone Development International, LLC	www.capstonedevint.com	2 days	AL
CDI Corporate Education Services	www.cdilearn.com	5 days - 5 Saturdays	Canada
Clark Management Consulting	www.clarkmgmtconsulting.com	N/A	NC
Corporate-Copia, LLC	www.pmtrain.com	3 days	GA
Enterprise Project Management, LTD	www.epm.bc.ca	2 Days	Canada
ETRAC Solutions, Inc.	www.etracsolutions.com	2 to 4 days	NYC / NJ
Gantt Group	www.ganttgroup.com	7-12 weeks	MI
IMS, Integrted Management Services	www.imsvc.com	2 days	GA
ISTUD Spa	www.istud.it	NA	Itlay
Oak Associates, Inc.	www.oakinc.com	12 hours	MA
PM Boulevard, LLC	www.pmboulevard.com	4 days	VA
PM Concepts, Inc.	www.pmconcepts.co.jp	N/A	Japan
PMOLink, Inc.	www.pmolink.com	3 days	LA
Procept Associates, LTD	www.procept.ca	9 days	Canada
Productivity Partners, Inc.	www.productivitypartners.net	N/A	MD
Total Project Management Systems	www.totalmps.com	8 days	UAE
Project Management Global Solutions	www.pmgs-fr.com	5 days	France
Project Management Partners PTY LTD	www.pmpartners.com.au	6 days	Australia
Project Management Consulting and Training, Inc	www.pmcti.com	3 day	CA
Project Masters, Inc.	www.projectmasters.com	2 Day	MD
Somos Consulting Group, LTD	www.somos.com	5 days	Ontario
Sunrise Technologies Inc	www.sunrisetechnologies.com	2 days	CA
Synergest, Inc.	www.synergest.com	6 days	IL
The University of Texas	http://som.utdallas.edu/project	2 days	TX
University Management & Technology	www.umtweb.edu	15 hours - 5 days	VA
University of New Mexico	www.unm.edu	5 days	NM
Zervigon International LTD	www.zervigon.com	N/A	LA

As you can see from this list, you have many options for commercial training— there are pros and cons to consider with each approach. For example, the majority of PMP Prep courses are two or three days in length, they normally cost around $1,700 (when you factor in travel costs) and they promise the world in their promotional materials. However, all they really do is direct you on *what* to study and provide you with their recommended study materials (much of what is covered in this toolkit). You may still have to spend a few hundred hours studying on your own. Before signing-up for one of these programs, talk directly with the provider to clearly understand what you're getting. Many guarantee that you will pass using their method, but they have all types hoops that you have to jump through to validate their guarantee regarding pre-course and post-course studying.

Some of these providers offer terrific Project Management Certificate Programs. These are top-notch programs. However, they generally require two years to complete at costs in excess of $10,000. Find out if they offer an accredited Project Management Master's Degree program if you're looking at this kind of investment. We have found that this approach is not necessary for most people's PMP exam prep.

Cheetah Observation #6

As you can see from the list on the previous page, there are a number of companies who offer PMP exam prep programs. As a project manager, we provide this list to you since we know you'll want to do your homework to make sure that the one week approach Cheetah Learning uses really is the best approach. Ask:

1. *If they **guarantee you will pass the exam**. If so, find out the terms of their guarantee. Some just guarantee that you are satisfied with their program and not that you'll pass the exam. Also, find out if they pay for you to retake the exam if you don't pass. Many just let you take their program again at no cost. You'll still be out of pocket the re-exam fee if you don't pass with this type of guarantee.*

2. *How they **document their pass rates**. Many make claims about pass rates that are not substantiated with documentation, use random "surveys." or rely on their students to email and let them know they passed. They don't document everyone who goes through their program, be careful. We have found that people are reluctant to share their failures with people who tried to help them.*

3. *If most people **take the test immediately after their prep program**. Many PMP exam prep providers make claims that you can take the test after a very small number of hours of study. But this is on your own and they do say in their promotional literature that you do have to study more both before and after their program.*

4. *If you need to purchase extra prep material in addition to what they provide you in class. Many prep classes just tell you what you need to do and what material you need to get then you're left on your own to study. What initially seems like a good deal could end up costing you much more money, more time, and increase your risk with being able to pass the exam— far greater than the cost of our program.*

Several of these providers offer hundreds of sample exam questions, typically available on CD-ROM, to help you prepare. Practicing with sample test questions is a valuable and very effective technique to help prepare for the exam and should be included in any PMP exam prep program. However, this is certainly not effective as a stand-alone study method. Be careful of any commercially available exam questions that are based on the old 320 question exam format. It can be very disorienting to prepare extensively using one style of test questions, then finding a completely different style on the actual exam. Additionally, no commercial training groups know what questions will be on any given exam. If they claim they do or claim they have written the exam, be careful. If you use their material you may be violating PMIs code of conduct and could lose your PMP you've worked so hard to attain. PMI has very strict rules against sharing with others what was on the exam. It is much more important to fully understand the standards, concepts, tools and techniques. This way, you are prepared to effectively tackle any question, presented in any format. If you're using one of these CD's to prepare from, and you easily score in the high '90's—then the questions are not representative of what you'll see on the exam.

Some of the providers listed offer online options to get you through the certification process. These approaches give you access to their content and some are even instructor backed. You have to be disciplined and some recommend you set aside at least sixteen weeks to go through their programs.

PMP Exam Tip #8

Two other recurring PMP Exam themes… "Project Managers are all-important and have complete authority and responsibility for all aspects of a Project" and "Project Stakeholders and their needs/expectations are all-important"

It is important that you clearly understand what you're getting into with a PMP exam prep program. Over a third of our students come to our program after having gone through someone else's exam prep course. On the previous page we offer you four questions you should ask any exam prep provider to make sure that you will be adequately prepared to take and pass the PMP exam.

What is the *fastest* way to pass the PMP exam?

The complete immersion approach is the fastest way to pass the PMP exam. This is the method we use in the Cheetah Exam Prep for the PMP course. One of the Cheetah Alumni, Pat McNabb, commented about the Cheetah Exam Prep course that "….the attitude of importance, encouragement, and 24 hour a day focus is like a wave that sweeps you up and helps carry you through the exam. Someone asked me what I thought about taking a series of Saturday classes in prep for the exam. My thought is that this kind of learning would be too diluted to have the same impact of the solid 4 day infusion that Cheetah delivers."

The benefit of the complete immersion approach is that it prevents the retention leak that happens when you continually start and stop the study process. You can do this on your own, but you may not be studying the right material or studying the right material in the most efficient way that stimulates instant recall.

The approach we developed is modeled on accelerated learning techniques that have been proven over 40 years, and is supported by over 18 Certified Cheetah PMP coaches, the most in the industry, who have also been certified in coaching people using accelerated learning principles.

PMP Exam Tip #9

A recurring PMP Exam theme is: "Administrative closure and Scope Verification are essential considerations with just about every project deliverable."

Our method is the highest level of assurance that you will pass the exam—NO MATTER WHAT ELSE IS GOING ON IN YOUR LIFE. We taught this class the week of 9/11 and people passed the test. We even had one guy who's mother unexpectedly passed away on Thursday night (right after he finished the class). Despite our requests that he reschedule the exam, he took it Friday morning and passed. He claims the we tattooed the material on his frontal lobes. If you don't pass the exam after a week with us, we pay for you to take the exam again. In our guarantee we will even pay if you have to take the exam a third time and if you still don't clear the exam, we will fully refund your course fee. Time conditions do apply so check our website for guarantee specifics. Even for a very small number of people who don't clear the exam the first time with our approach, they clear it the second time within a month—this is still the fastest way to pass the PMP exam. If you're going to use an immersion approach, it makes sense to have someone guide you through it so you make sure you hit your goal.

Should I Join PMI?

There is no requirement to be a PMI member for PMP certification. However, it makes sense to join. Annual membership fees are low, in the $120 range, and you receive numerous benefits, including an immediate $150 discount on your certification exam fee. The discount alone pays for your first year.

As a member, you'll be part of the world's largest network of Project Management Professionals. There are many benefits to membership—staying well informed is one of them, networking with other professionals in the field another.

How do I get more information about the Cheetah Exam Prep Course?

We have extensive information about the Cheetah Exam Prep for the PMP course on the website at **www.cheetahexamprep.com**. You can also call our Cheetah Exam Prep course hotline at 888-659-2013.

Where and When are Classes Offered?

We offer the program in several locations weekly throughout the world. You can check the current schedule by visiting our website at **www.cheetahexamprep.com**.

If you have five or six people who are interested in participating in the program, we will consider hosting a public course in your area. Contact us and we'll see what we can work out to add your city to our event calendar.

We also teach this course in-house. If you have 10 or more people who need to become certified, we can organize an event at your company.

How does the cost to participate in Cheetah Exam Prep's Accelerated approach compare to the traditional approach for getting your PMP certification?

During our accelerated PMP course, our students learn how to analyze the risk of different project options—this is called an Expected Monetary Value analysis. Getting the PMP certification is a project (it's a temporary endeavor, unique and has a definite beginning and end). With the Cheetah Exam Prep course, people have two options for pursuing the PMP — the Cheetah accelerated approach and the traditional approach. Each approach has associated risks and these risk "events" can have either a positive or a negative impact.

There are four basic risk events associated with pursuing the PMP: Passing the PMP exam, failing the PMP exam, studying for the PMP exam, and taking a PMP exam prep course. These risk events happen for either "project option" - that is whether someone pursues the Cheetah accelerated approach or takes the traditional approach with pursuing the PMP certification. For each risk event, there exists a probability that the risk event will occur, and an associated cost (or gain) for that risk event.

PMP Exam Tip #10 *A recurring PMP Exam theme is "The Project Manager and Team should be pro-active, monitoring for risk events, looking for challenges and opportunities early-on in the process."*

The expected monetary value for each risk event is calculated by multiplying the probability of the risk event times the cost (or gain) of that risk event occurring. With this information, we can calculate the expected monetary value for the risk events associated

Risk Event	Cheetah Approach			Traditional Approach		
	Probability of Occurring	Impact $	Expected Monetary Value (probability x Impact)	Probability of Occurring	Impact $	Expected Monetary Value (probability x Impact)
Pass the Test	93% (our pass rate)	+$10,000 (typical pay raise)	+$9,000	65% (standard pass rate)	+$10,000 (typical pay raise)	+$6,000
Fail the Test	7% (our fail rate)	$0 (we cover the cost of the retest)	$0	35% (standard fail rate)	-$275 (cost to retake the exam)	-$110
Study for Test	100% (our course is only a week long)	-$2,000 (40 hours x $50 per hour)	-$2,000	80% (% of people who study this much)	-$9,000 (180 hours x $50 per hour)	-$7,200
Take a course	100% (Cost of course)	-$3,150 (cost of our course)	-$3,150 (avg. cost)	90% (% of people who take a prep course)	-$1,025 (Average cost people spend on prep material and competitor's programs)	-$923
			$+3,895			-$2,233

Table 1. Expected Monetary Value Analysis

with each PMP pursuit option, and an overall expected monetary value for the accelerated PMP pursuit approach vs. the traditional PMP pursuit approach. Table 1 shows the Expected Monetary Value Analysis for the Cheetah vs. the Traditional Approach for getting the PMP certification. A positive number represents a gain while a negative number represents a loss.

The Expected Monetary Value Analysis shows that with the Cheetah approach to pursuing the PMP, there is an associated $3,895 gain. With the traditional approach, there is an associated $2,233 loss. This means that the Cheetah approach is actually a $6,538 better option.

What type of people take Cheetah's Exam Prep for the PMP course?

People who want the assurance that they can start studying on Monday and become a PMP by Friday take this course. Think about it—if you had a project manager who came to you and was able to accomplish a project in six months and one came to you and accomplished the same project in a week—who would you think was the better project manager?

What Does the Cost of the Course Cover?

The cost of the course can be found once you click on the *Register for Class* link next to your selected class. The includes all class materials, equipment, lunch, mid-morning and mid-afternoon snacks, trainers available over 14 hours a day at your convenience, and the assurance that you will pass the exam. This doesn't include the price PMI charges to take the exam. This price represents very high value. Consider that candidates spend just one week to complete *all* exam preparation work, and take the actual PMP exam. When you factor in the cost of study materials, class fees and study hours, other exam preparation options are considerably more costly and time consuming. The Cheetah Exam Prep course is the fastest path to PMP certification - now that's good Project Management!

What About taking the PMP Exam as part of the Course?

We highly recommend you schedule your exam at the Prometric test facility near where you are taking the course on the Friday morning immediately following the last day of class. Some people don't get their eligibility application in on time to reserve a seat at the exam location for that Friday. For those folks, they schedule their exam for when they return to their home town early the next week. When people register for the Cheetah Exam Prep course, they receive a list of the Prometric testing facilities near the course for which they registered.

What about the Guarantee?

You are guaranteed to pass the PMP Exam after four days of the Cheetah Exam Prep Course if you take the exam within one month of the program. The program is set up so you take the exam the Friday of the same week you take the course. If you don't clear the exam the first time, we set up a study/coaching program to prepare you for taking the exam again. Throughout the program, the coaches modify the material and presentations to adjust for individual learning style differences. We take extensive measurements throughout the course and can predict your score on the actual PMP exam within an average of 5 points.

If you have problems during the program, we know of this well before you go into the exam. We tailor a follow-on program to shore up your weak areas, but will have you take the exam as a "dry run." This "attitude adjustment" is actually enough for many people who are having problems during the class to get them to clear the exam. In the event that you come out of the exam without going over the 137 gate, we cover the $275 cost of your re-examination fee. Most people pass within two attempts. However it's our policy that if you still don't pass after three attempts, we offer a full money-back guarantee. We require three attempts because it's important for you to embrace your own learning path to be successful with accelerated learning. Offering an easy way out compromises that objective.

What is the success rate for people taking your program?

Since we started offering this program in September 2002, we've had over 6,000 participants, most of who are now PMPs. We have refunded fewer than 30 people their course fee after not passing the exam on the third attempt. The Cheetah Exam Prep course for the PMP is "the course" to take if you need to earn your PMP and want the assurance that you will pass the PMP exam on Friday from a cold start on Monday. It is the fastest way to become a PMP.

What are Cheetah Exam Prep students saying about the program?

"I feel calling your offering a "PMP Prep Course" is a misnomer. Other courses are prep courses. They spend a couple of days going over WHAT you need to know to sit for the test. Then, you're on your own. To study, to register, to pass alone.

The Cheetah course is different. It isn't a course, its a vehicle - destination PMP. Back when the western frontier was being opened, you could go it alone; and some did. But to increase your chances for success, you found a successful wagon master, one who knew the way and had done it before, and join his wagon train. The Cheetah course is that wagon train and you guys are the wagon masters."

Ray Strano, PMP , RCDD Verizon

"I was impressed with the tools and techniques provided me for preparation to take the PMI exam. Vikram, my primary coach was amazing—everything he covered was clear, easy to understand and his confidence in me to be able to pass the exam helped me extremely as I have been a victim of the fear of failure. I would recommend your class to anyone and everyone who is serious about wanting to obtain their PMP certification. Thank you so much for offering such a great class and for helping prepare me to pass the PMP Exam."

Rosemary Feys, PMP
June 2003

What can I say about the learning experience itself? Of course, the main reason was to prepare for and pass the exam. The Cheetah preparation was very intensive and truly immersed the student in the body of knowledge. As well, important aids were provided which I do not believe are available elsewhere. The memory maps, the practice tests, predictive tracking techniques, the holistic approach to preparedness (including stress simulation, stretching, breathing and diet) all were unique and valuable aids on the path to success. As an adjunct faculty member at a local college and an adult education instructor I also was exposed to (and impressed by) some very interesting and effective teaching tools and techniques.

John Cipriani, PMP

"I passed my PMP exam today in Oakland so I'm just totally jazzed. I took Saturday off but spent Sunday reviewing the material. I got maybe 4 questions simply had no clue of on the exam. My score was 151. There is absolutely no question in my mind but my success was

totally due to the accelerator course in Seattle. I hadn't opened a PMBOK before the course. I've got to be a poster boy for Cheetah Learning!!!. Thanks for the superb course.. You did an excellent job for me."

Eoin O'Donoghue, PMP

"Well, not even 2 weeks after receiving my PMP I got a job offer! They were looking for a PM consultant with PMI certification and that's the only reason I got the interview! So, I start a 20-month contract with Blue Cross/Blue Shield right here in Denver on Monday. The pay is good and they're thrilled they're getting a PMP (it was a 30 minute phone interview and I got an offer the next day - not even a face-to-face meeting, unheard of in this job market!). I want to thank you for all your help and support. I'm convinced that I'd be in the same place I was a month ago (no job and no prospects) if it weren't for your class!! Kudos to you and your team!"

Terry Parker, PMP - Project Manager

"I needed the PMP to be more competitive in this tough job market. Your program is without a doubt the fastest way to pass the PMP Exam. It was the most intense, enlightening class I have ever taken in my adult life. Without your coaching, I don't think that I would have passed the first time through. Thanks so much for one of the most positive learning experiences of my life. I would also like to let you know that not only have I shared my experiences with my co-workers who are pursuing certification and encouraged them to use your vehicle, but would be happy to be a reference for those who might be skeptical."   Brian Chalhoub, PMP , Contract Project Manager

Toolkit Final Tip

Become a PMP and watch your career options soar. Register to take the Cheetah Exam Prep course today. It's the fastest way to Pass the PMP Exam. Now that's good Project Management!

I'm interested. How can I register?

You can register at our website, **www.cheetahexamprep.com** or contact our registration hotline—888-659-2013. Once you register, we have an in-depth orientation kit that speeds you through the PMP certification application and prepares you to pass the exam in five

Cheetah Exam Prep is a PMI Registered Education Provider (R.E.P.)

days.

Looking forward to hearing from you!

Cheetah Exam Prep Team