Chapter 1:

- Know the project attributes
- Know the different project roles and how to differentiate them
- Know the difference among EDP Era, Micro Era, and Network Era
- Understand why organizations want to invest in a project. – (expected value that the project will generate)
- Know the common causes of project failure
- Understand the different approaches to improve the likelihood of success
    - Value-driven approach
    - Social-Technical approach
    - Project Management approach
    - Knowledge-Management approach

Sample Questions –

- The Micro Era –
    - A. Began in the early 1980s with the person computer
    - B. Began in the 1960s when large organizations first purchased a centralized mainframe or minicomputer
    - C. Began in the 1990s when many organizations sought to regain control of the IT department and hire a Chief Data Processing Officer
    - D. Is credited to the U.S. Navy when it used a project management approach to manage the Polaris missile project
    - E. Began in the 1960s and early 1970s with a defense project called ARPANET that eventually led to the internet.
- Which of the following is NOT a common cause of a project failure due to technology?
    - A. Obsolete
    - B. Unproven
    - C. Incompatible
    - D. Price

Chapter 2: (Prince 2 is not covered on exam)

- Know what the project management process vs. product oriented process
    - Project Mgmt. - Initiate, Plan, Execute, Monitor, Control, Close
    - Product oriented – Design, Build, Test, Document, Implement
- What is triple constraint – Scope, Schedule, Budget.   (Quality is embedded throughout the project)
    - Is triple constraint a project management process?
- Know the 10 PMBOK knowledge areas and what does each one mean / know how to differentiate them.
    - Integration management
    - Scope management

- o Time management
- o Cost management
- o Quality management
- o Human resources management
- o Communication management
- o Risk management
- o Procurement management
- o Stakeholder management
- o Understand the Project life cycle
- o Know the difference between waterfall versus agile approach
- o Understand the learning cycles

Sample Questions –

- o Project Integration Management –
    - o A. Includes identifying the project phases and activities and estimating, sequencing and assigning resources
    - o B. Focuses on coordinating the project plan's development, execution and control of changes
    - o C. Provides assurance that the project's work is defined accurately and completed as planned
    - o D. Is concerned with acquiring project resources that are outside the organization
- o Which of the following is an advantage of the waterfall methodology?
    - o A. It's an iterative process
    - o B. It focuses on individuals and interactions over processes and tools
    - o C. It's highly structured approach where project schedule and cost can be calculated with more certainty.
    - o D. The project scope is broken down in work packages.

Chapter 3 –

- o Know everything there is to know about MOV? What is it and why it's important?
- o Know the 6 steps in developing a MOV –
    1. Identify the desired area of impact
    2. Identify the desire value of the project
    3. Develop an appropriate metric
    4. Set a time frame for achieving the MOV
    5. Verify the MOV and get agreement from the project stakeholders
    6. Summarize the MOV in a clear, concise statement or table
- o Know what the MOV include – what, how much/many, by when
    - o The "what" is technology or business outcome focused? (Business outcome focused)
- o Understand the potential areas of project impact (Figure 3.3)
- o Understand the 8 steps in developing a business case and how to do each step
    - o For example, what are the advantages for having a cross-functional team to develop a business case –

- Creditability
- Alignment with organizational goals
- Access to the real costs
- Ownership
- Agreement
- Bridge building
  - Know how to calculate the various financial models –
    - Payback
    - Breakeven
    - ROI
    - NPV

Sample Questions –

- A project that improved efficiency of processes would impact the _____ area of an organization.
  - A. Strategic
  - B. Customer
  - C. Financial
  - D. Operational
  - E. Social
- A software project that is 2 weeks late and 10% over budget but have delivered the desired value is considered a successful project (true or false).

Chapter 4:

- Study what skills are needed for selecting project team, including the project manager.
- Understand the definition of "Contract" and the different contract types:
  - Fixed Price
  - Cost-Reimbursement
  - Cost Plus % of Cost
  - Cost Plus Fixed Fee
  - Cost Plus Incentive Fee
  - Time & Materials
- Know the different organization types:
  - Functional
  - Project
  - Matrix
  - Know the advantages and disadvantages of each
- Understand the outsourcing options and what types of work are good candidates for outsourcing
- Study Project Charter Section – and what it includes
  - Understand the various plans (e.g., quality management plan vs. scope management plan)

Sample Question:

- Increased flexibility, breadth and depth of knowledge and experience and less duplication is a characteristics of:
    - A. Matrix Organization
    - B. Functional Organization
    - C. Project-based Organization
    - D. Informal Organization