+ 600 PMPs

Knowledge areas interaction

Key PMP comparisons

PMP in 300 questions

Study effectively

Mind mapping

Exam tips

TORNADO

PMP® Review

To achieve your PMP from the first attempt

By: Ahmed Alsenosy

PgMP, PMP, PRINCE2, PMI-PBA, PMI-RMP, PMOC

Preface

PMP certification is one of the most worthy global certifications in project management profession; PMP® holders demonstrate their knowledge and capability to manage projects effectively. I have trained and assisted more than 600 professionals in passing the PMP exam. This book, which is the first edition, has been developed based on the PMBOK Guide Sixth Edition, and Based on our follow-up of several years with our students of the Project Management Professional PMP® Certificate, they found that they wish to have a book for review providing them the following:

- Summarize the PMBOK Guide Sixth Edition to be a reference to them and promptly, and we have done this with 300 questions and answers to cover it concisely.
- The most critical points of the PMBOK content, which often come with or around it questions in the real exam of the PMP certificate.
- Development of the memorization structure of the 49 processes with their inputs, tools, techniques, and outputs, as well as the interactions between the different knowledge areas, in addition to mind maps for a fleeting figures of the knowledge area content, as well as a simple mechanism to memorize the 49 processes smoothly for the student.
- A clear plan to study in practice and shorten studying time.
- Comparisons between the most similar parts of the PMBOK guide to building the required distinction.

Finally, I believe that this book will meet satisfaction and fulfill the expectations of the global project management audience and will support in passing the PMP exam.

Dr. Ahmed Alsenosy

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+ 600 PMPs

Acknowledgments

First of all, I would like to thank everyone who contributed to the production of this book, which took about ten months to prepare, compile, arrange, design, produce and review the content, which we believe it will gain your satisfaction. Special thanks and appreciation to my wife and family, for Engineer Boushra Almujahed, Engineer Karim Ragab, Mr. Gamal Al-Saeed, Mr. Mohammed Abdul Ghaffar, Eng. Ayman Al-Najjar, all of whom have made significant contributions to the design, publication and scientific review of the book. I wish them full success, luminescence, and repayment in their lives.

About the author

AHMED ALSENOSY, Ph.D.(cand), MSc, PgMP®, PMP®, PMI-PBA, PMI-RMP®, PRINCE2[P], PMOC®.

Ahmed Ibrahim Alsenosy holds a Bachelor of Civil Engineering.

Ph.D. "Critical success factors for applying (OPM) Governance in Construction industry in MENA region"...Jun - 2019 - University of Cincinnati - USA.

Member and Certified by the project management institute – Pennsylvania - USA as:

1 - Portfolio management professional (PfMP®) - 2019

2 - Program management professional (PgMP®) - 2018.

3 - Project management professional (PMP ®) – 2011.

4 - Risk management Professional (PMI-RMP ®) – 2013.

5 - Professional Business Analysis (PMI-PBA) - 2017

And certified from AXELOS – UK.

6 - PRINCE2(practitioner) Certified -2017.

7- Project Management Office Certified (PMOC®) – USA- 2018,

Holds academic degrees as per the following:

8 - Master of Business Administration -MBA - Bolton -UK - 2019

9 - Master of projects management MSc- Denmark. – 2016

"BPCPM of applying PMI Module in construction projects management on KSA".

10 - International Trainer Professional (TOT®) Diploma - Cairo University - 2014.

11 - Arbitration in Construction Contracts Diploma – Arab Academy for Science - 2016.

Other highlights:

- He has implemented more than +230 courses in project management,
- The author of Project Management Professional PMP (Book) 1st Edition, 2015.
- The author of Project Management Professional PMP (Book) 2nd Edition, 2018.
- The author of Tornado PMP boot-camp two books (Arabic & English), 2019
- He has several dozens of articles in project management, more than sixty videos in project management.
- Speaker in Conferences and forums in Project management topics (Big 5, SEC, DPMF, Cairo Construction Research Center).
- Chairman for RWAAD Magazine specialized in project management, www.rwaadpm.com.
- Founder and owner of PE Inc. www.professionalengineers.us, Academicpro, www.academicpro.co, siliconunions, www.siliconunions.com.

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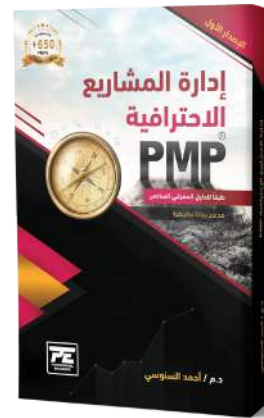in/alsenosy   dralsenosy   alsenosy   +966 56 344 4456

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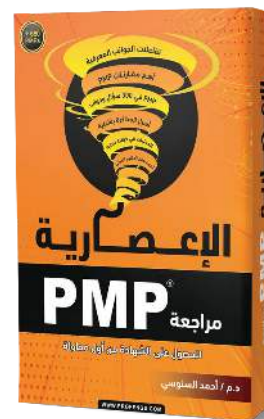
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Contents

CHAPTER 1

HOW TO STUDY FOR PMP

1.1 Speed Reading.

Reading with finger gives from 20% to 30 % more comprehension.

1.2 Figures and Tables

When you find referencing to figure or table while reading, go directly to that table or figure, to linking to the discussion and it.
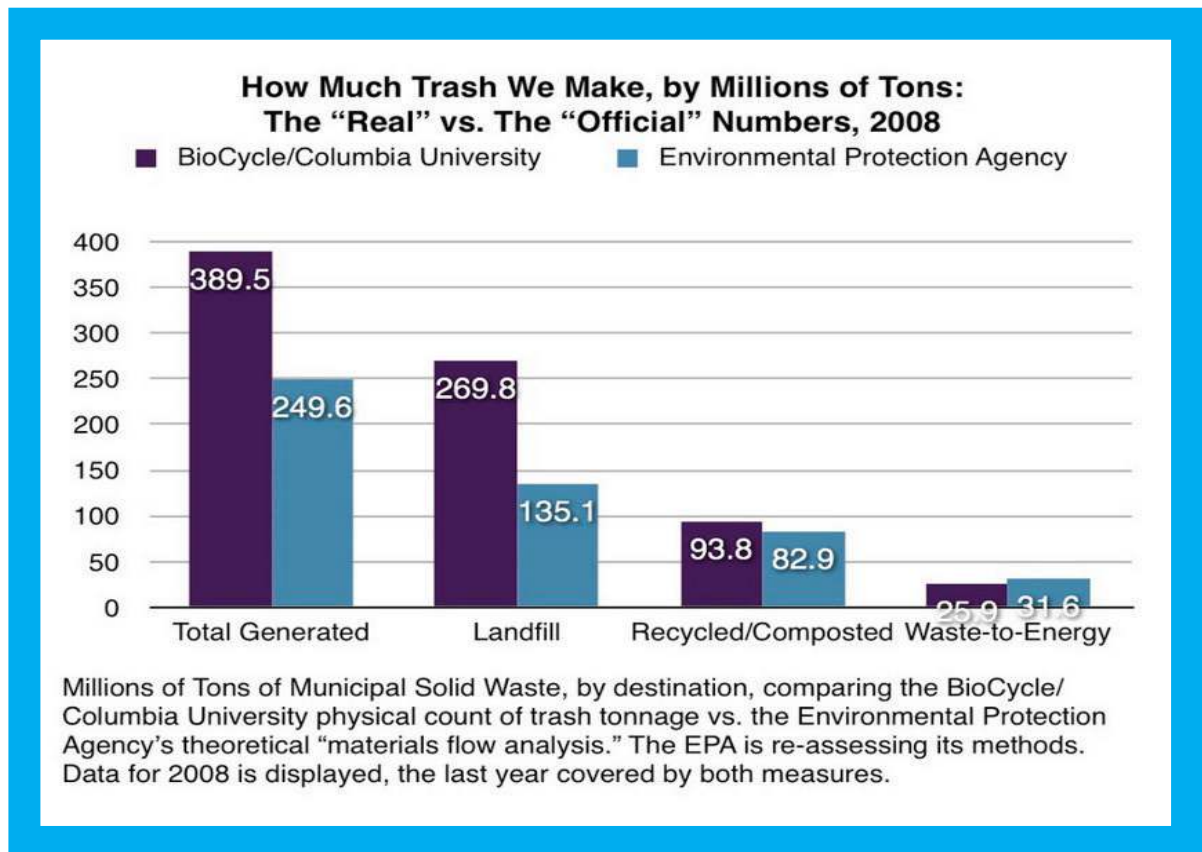

**Figure 1.1
Sample figure**

1.3 Reading rates

1. Avg. person reads about 150 to 250 words/minute.

2. So if you reads 20 minutes and rereading them for 10 minutes you will find your reading reached 400 words/ minute.

When you reading from screen you will find your reading speed slower than paper reading by 20% to 30%.

1.4 Taking notes

- Instructional information (linear way) you can use text notes so easy.

- General topics (non-linear way) preferred to use Mind Maps techniques.

1.5 Highlighting :

- Avoid excessive highlighting.

- Highlighting after good reading, and only for important notes.

1.6 Cornell Notes (walter Pauk, 1950)

For more comprehension, you should review your notes within 48 hrs. from its lecture.
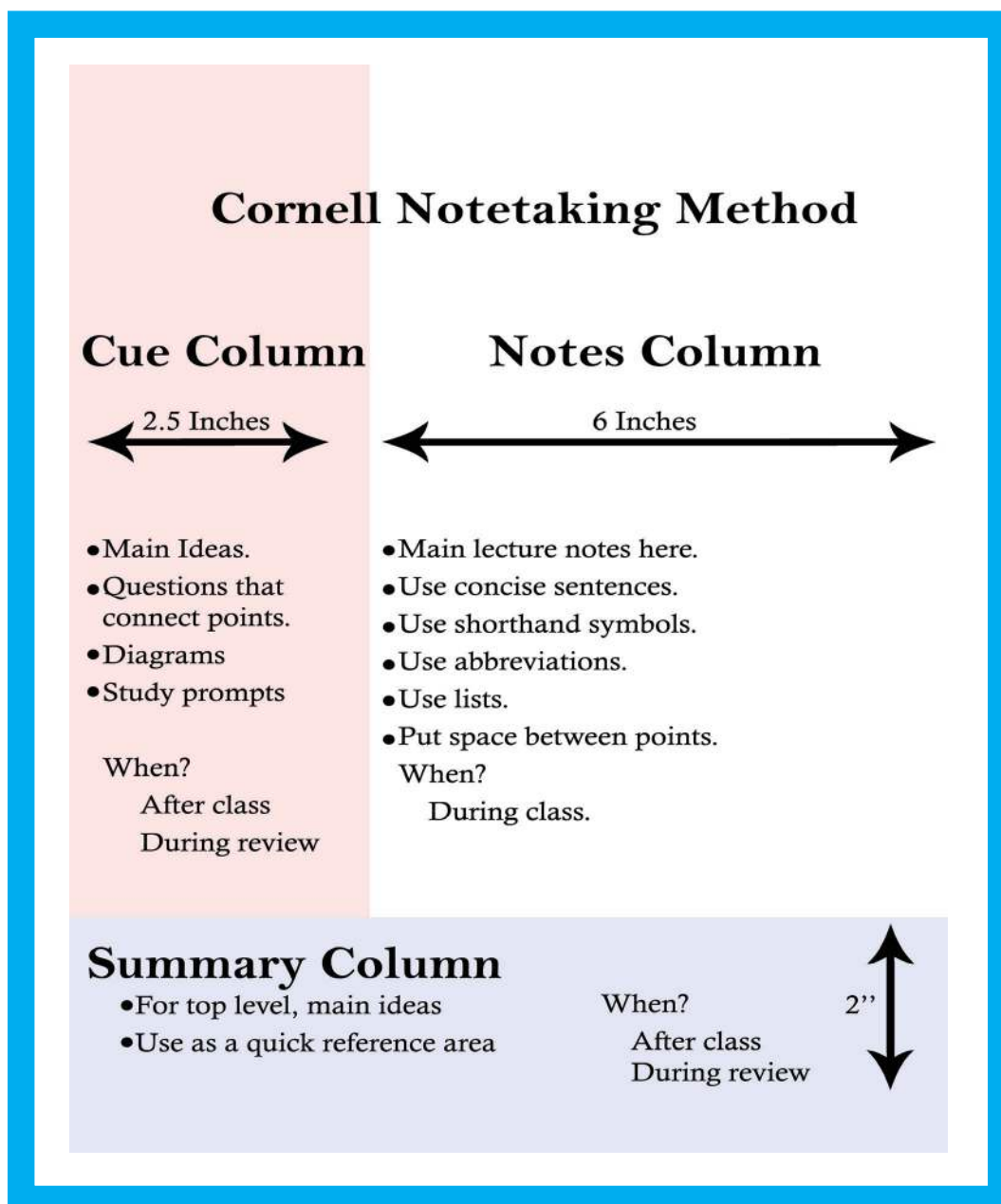
Figure 1.2
Cornell Example

1.7 How to memorize effectively

1.5.1 Exercise to clear your head

- Working out is good for our bodies, but our brain reaps many benefits as well. Exercise can improve learning and memory, so if you're having writer's block or just can't seem to get through that tough math problem, try walking it off or squeezing in a quick gym session.

- A 2013 study found that exercise has immediate benefits on cognition in both younger and older adults — after a simple 15-minute exercise session, study participants showed an improvement in memory and cognitive processing.

1.5.2 Write down what needs to be memorized over and over

- It can seem like a lot more work to continuously jot down the same thing over and over, but this simple activity can work wonders for your memory recall. Research has shown that listing out facts or problems improves the ability to memorize them instead of trying to passively learn them by re-reading.

- Further, another study found that taking lecture notes by hand instead of typing them out on a computer helped students better recall the lesson content.

1.5.3 Relate new things to what you already know

- According to the Loma Linda University School of Medicine, a great brain-based technique for memory retention is to relate new information to what you already know.

- "For example, if you are learning about Romeo and Juliet, you might associate what you learn about the play with prior knowledge you have about Shakespeare, the historical period in which the author lived and other relevant information," the university writes.

1.5.4 Stay away from multitasking

- In our technology-driven world, we often mindlessly pick up our smartphones

- to answer a text or check a social media feed while we're in the middle of another task. In some situations, the ability to multitask can prove handy, but when it comes to learning a new skill or memorizing information, it's best to focus on that one thing.

- A study published in the Journal of Experimental Psychology: Human Perception and Performance suggests that multitasking undermines our efficiency — particularly for complicated or unfamiliar tasks — since it takes extra time to shift mental gears each time an individual shifts between multiple tasks.

1.5.5 Teach other people what you've learned

- Sharing your newly learned skills or knowledge is an efficient way to further solidify the new information in your brain, according to Loma Linda University. The process of translating the information into your own words helps your brain better understand it, and there are a number of innovative ways to break something down to teach it to others. It's a win-win for everyone.

1.6 Information retrieval skills :

- Rewriting in the draft papers.
- Use mind-mapping.
- Use processes key interactions.

1.7 Study Plan

- Suitable place (No distractions).
- Time schedule.
- Milestones for review.
- Each day Qty = QTy ÷ Time.
- Take a strong PMP course.
- You need only main book and the Tornado book for you study journey.
- Study the main book two times.
- Study Tornado book two times, and Solve at least 1500 premium questions.
- Finish the full job in max 60 days not 90 days.

1.7.1 Gantt chart

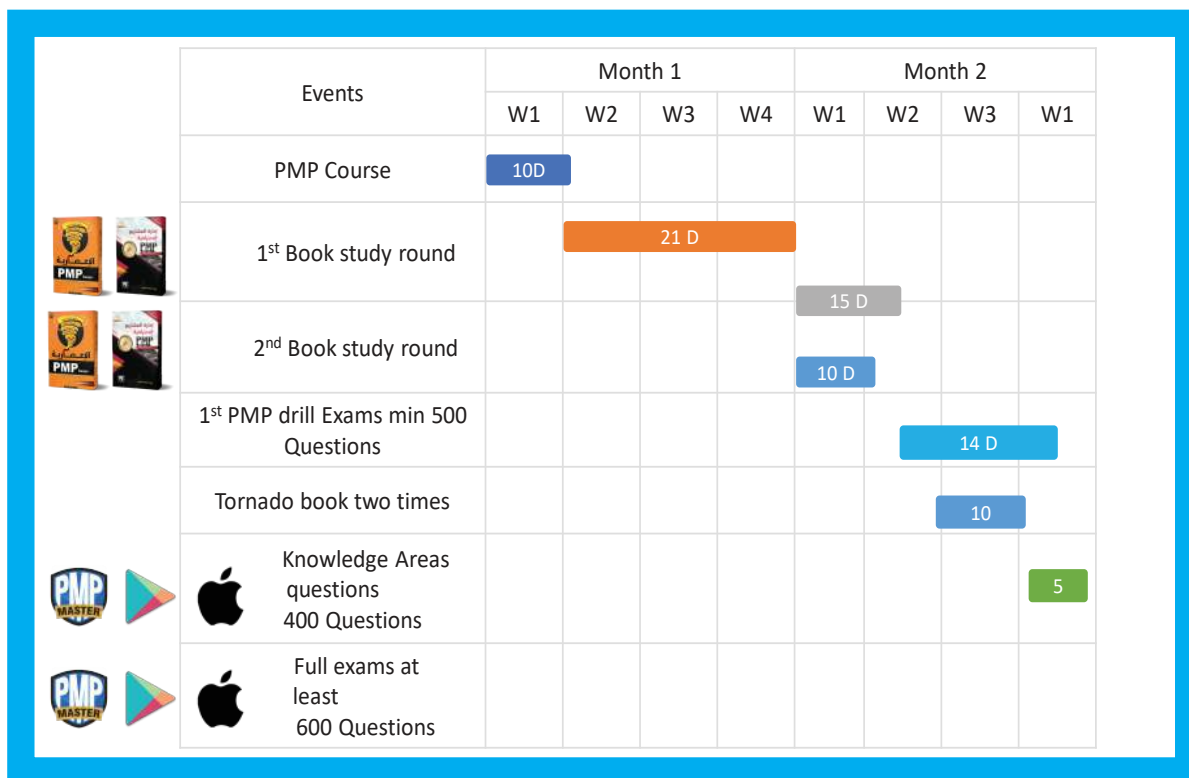| Events	Month 1				Month 2			
	W1	W2	W3	W4	W1	W2	W3	W1
PMP Course	10D							
1st Book study round		21 D						
2nd Book study round					15 D			
					10 D			
1st PMP drill Exams min 500 Questions						14 D		
Tornado book two times						10		
Knowledge Areas questions 400 Questions								5
Full exams at least 600 Questions								

Figure 1.3 PMP study plan

1.7.2 Don't forget the following:

- One day off every week.
- Take into account your future eventualities and risks.
- Your study effectiveness will decrease the total duration.
- Your exam sources are very important.
- Integration to be studied at the last of every study round.
- Scope to be studied in combined with Quality.
- Schedule to be studied in combined with Cost Management.
- Resource Management studied in combine with Communication Management and Stakeholders Management.
- Risk Management to be studied in combine with Procurement Management.

In order to get the information quickly, I will give you many recommendations including one day off every week.

- You have to choose a quiet place, equipped for the study in which the interference factors are as low as possible.

- The useful study requires that the mind is not effortless; so you should choose the times when you are physically and mentally satisfied to study.

- Do not use the traditional style of reading - read-only - but you use the pen to write and identify points of interest and possible to use colored pens, it helps to focus.

- Change the pattern from using the pen to the use of mind-maps or drawing so that you can overlay the study period as long as possible.

- Set the goal of the session of one study, for example, understanding ten pages no matter how long it took.

- Take a break ten minutes every half hour until you regain your activity in the study.

- After each study session, solve at least ten questions to assess the level and effectiveness of the study.

CHAPTER 2

PMP PMBOK QUESTIONS AND ANSWERS FOR INTEGRATION MANAGEMENT

Dr. Ahmed Alsenosy

Q1: What are the project integration choices?

- Resource allocation,
- Balancing competing demands,
- Examining any alternative approaches,
- Tailoring the processes to meet the project objectives, and
- Managing the interdependencies among the Project Management Knowledge Areas.

Q2: What are the integration processes?

Develop Project Charter, Develop Project Management Plan, Direct and Manage Project Work, Manage Project Knowledge, Monitor and Control Project Work, Perform Integrated Change Control and Close Project or Phase.

Q3: Does the project accountability can be transferred or delegated or not?

No, it can't be transferred or delegated it is the sole responsibility of the project manager.

Q4: What is the project integration management about?

- Ensuring that the deliverable due dates of the product, service, or result; project life cycle; and the benefits management plan are aligned;
- Providing a project management plan to achieve the project objectives;
- Ensuring the creation and the use of the appropriate knowledge to and from the project as necessary;
- Managing the performance and changes of the activities in the project management plan;
- Making integrated decisions regarding key changes impacting the project;
- Measuring and monitoring the project's progress and taking appropriate action to meet project objectives;
- Collecting data on the results achieved, analyzing the data to obtain information, and communicating this information to relevant stakeholders;
- Completing all the work of the project and formally closing each phase, contract, and the project as a whole; and
- Managing phase transitions when necessary.

Q5: What are the integration trends and emerging practices?

Use of automated tools, use of visual management tools, Project knowledge management, Expanding the project manager's responsibilities, and Hybrid methodologies.

Q6: What are the tailoring consideration for integration management?

Project life cycle, Development life cycle, Management approaches, Knowledge management, Change, Governance, Lessons learned, and Benefits.

Q7: What are the key differences between waterfall and agile approach in integration management?

The control of the detailed product planning and delivery is delegated to the team. The project manager's focus is on building a collaborative decision-making environment and ensuring the team can respond to changes.

Q8: What is the Project Charter?

a document that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Q9: What are the charter benefits?

The key benefits are that it provides a direct link between the project and the strategic objectives of the organization, creates a formal record of the project, and shows the organizational commitment to the project.

Q10: What are the Develop charter process ITTOs?

Inputs	Tools and Tech.	Outputs

1. **Business documents**
 	
  • Business case
 	
  • Benefits management plan
 	
2. **Agreements**
3. **Enterprise Environmental factors**
4. **Organizational Process Assets**
	1. **Expert judgment**
	2. **Data gathering**
	
	  • Brainstorming
	  • Focus groups
	  • Interviews
	
	3. **Interpersonal and team skills**
	
	  • Conflict management
	  • Facilitation
	  • Meeting management
	4. **Meetings**
		1. **Project Charter**
		2. **Assumption log**

Q11: Who develop the Project Charter?

The Project Charter can be developed by the sponsor or the project manager in collaboration with the initiating entity.

Q12: Who can initiate the project?

Projects are initiated by an entity external to the project such as a sponsor, program, or project management office (PMO), or a portfolio governing body chairperson or authorized representative. The project initiator or sponsor should be at a level that is appropriate to procure funding and commit resources to the project.

Q13: What is the business case?

The approved business case, or similar, is the business document most commonly used to create the Project Charter. The business case describes the necessary information from a business standpoint to determine whether the expected outcomes of the project justify the required investment. It is commonly used for decision making by managers or executives above the project level. Typically, the business need and the cost benefit analysis are contained in the business case to justify and establish boundaries for the project.

Q14: Is the project manager has the authority to change the business case?

The project manager does not update or modify the business documents since they are not project documents; however, the project manager may make recommendations.

Q15: What are the Project Charter components?

- Project purpose;
- Measurable project objectives and related success criteria;
- High-level requirements;
- High-level project description, boundaries, and key deliverables;
- Overall project risk;
- Summary milestone schedule;
- Preapproved financial resources;
- Key stakeholder list;
- Project approval requirements (i.e, what constitutes project success, who decides the project is successful, and who signs off on the project);
- Project exit criteria (i.e, What are the conditions to be met in order to close or to cancel the project or phase);
- Assigned project manager, responsibility, and authority level; and
- Name and authority of the sponsor or other person(s) authorizing the Project Charter.

Q16: What are the benefits of the project management plan?

The key benefit of this process is the production of a comprehensive document that defines the basis of all project work and how the work will be performed.

Q17: What are the Develop project plan ITTOs?

Inputs	Tools and Tech.	Outputs
1. **Project Charter** 2. **Outputs from other processes** 3. **Enterprise Environmental factors** 4. **Organizational Process Assets**	1. **Expert judgment** 2. **Data gathering** • Brainstorming • Checklists • Focus groups • Interviews 3. **Interpersonal and team skills** • Conflict management • Facilitation • Meeting management 4. **Meetings**	• **Project management plan**

18: Why the project management plan should be baselined?

it is necessary to define at least the project references for scope, time, and cost, so that the project execution can be measured and compared to those references and performance can be managed.

Q19: What are the key benefits and the ITTOs for Direct and manage project work process?

The key benefit of this process is that it provides overall management of the project work and deliverables, thus improving the probability of project success.

Inputs	Tools and Tech.	Outputs
1. **Project management plan** • Any component 2. **Project documents** • Change log • Lessons learned register • Milestone list • Project communications • Project schedule • Requirements traceability matrix • Risk register • Risk report 3. **Approved change requests** 4. **Enterprise Environmental factors** 5. **Organizational Process Assets**	1. **Expert judgment** 2. **Project management information system** 3. **Meetings**	1. **Deliverables** 2. **Work performance data** 3. **Issue log** 4. **Change requests** 5. **Project management plan updates** • Any component 6. **Project documents updates** • Activity list • Assumption log • Lessons learned register • Requirements documentation • Risk register • Stakeholder register 7. **Organizational Process Assets updates**

Q20: What happens to the performance data while executing the project?

The work performance data is collected and communicated to the applicable controlling processes for analysis. Work performance data analysis provides information about the completion status of deliverables and other relevant details about project performance. The work performance data will also be used as an input to the **Monitoring and Controlling Process Group**, and can be used as feedback into lessons learned to improve the performance of future work packages.

Q21: When the change control should be applied?

Change control should be applied once the first version of a deliverable has been completed. The control of the multiple versions or editions of a deliverable (e.g, documents, software, and building blocks) is supported by configuration management tools and procedures.

Q22: List examples of work performance data?

Examples of work performance data include work completed, key performance indicators (KPIs), technical performance measures, actual start and finish dates of schedule activities, story points completed, deliverables status, schedule progress, number of change requests, number of defects, actual costs incurred, actual durations, etc.

Q23: List the content of issue log for instant?

- Issue type,
- Who raised the issue and when,
- Description,
- Priority,
- Who is assigned to the issue,
- Target resolution date,
- Status, and Final solution.

Q24: What is the change request?

A change request is a formal proposal to modify any document, deliverable, or baseline.

Q25: Give some examples of change requests?

When issues are found while project work is being performed, change requests can be submitted, which may modify project policies or procedures, project or product scope, project cost or budget, project schedule, or quality of the project or product results. Other change requests cover the needed preventive or corrective actions to forestall negative impact later in the project.

Q26: What are the key benefits of Manage knowledge?

The key benefits of this process are that prior organizational knowledge is leveraged to produce or improve the project outcomes, and knowledge created by the project is available to support organizational operations and future projects or phases.

Q27: What are the key benefits of Manage knowledge ITTOs?

Inputs	Tools and Tech.	Outputs
1. **Project management plan** • All components 2. **Project documents** • Lessons learned register • Project team assignments • Resource breakdown structure • Source selection criteria • Stakeholder register 3. **Deliverables** 4. **Organizational process assets**	1. Expert judgment 2. Knowledge management 3. Information management 4. Interpersonal and team skills • Active listening • Facilitation • Leadership • Networking • Political awareness	1. Lessons learned register 2. Project management plan updates • Any component 3. Organizational Process Assets updates

Q28: What are the types of project knowledge?

Knowledge is commonly split into "explicit" (knowledge that can be readily codified using words, pictures, and numbers) and "tacit" (knowledge that is personal and difficult to express, such as beliefs, insights, experience, and "know-how").

Q29: Why tacit knowledge is difficult to be codified?

Tacit knowledge has context built in but is very difficult to codify. It resides in the minds of individual experts or in social groups and situations and is normally shared through conversations and interactions between people.

Q30: How can you encourage project teams to share knowledge openly?

The most important part of knowledge management is creating an atmosphere of trust so that people are motivated to share their knowledge. Even the best knowledge management tools and techniques will not work if people are not motivated to share what they know or to pay attention to what others know.

Q31: What are the components of lessons learned register?

The lessons learned register may also include the impact, recommendations, and proposed actions associated with the situation. The lessons learned register may record challenges, problems, realized risks and opportunities, or other content as appropriate.

Q32: What are the Monitor and Control Project work ITTOs?

Inputs	Tools and Tech.	Outputs
1. Project management plan • Any component 2. Project documents • Assumption log • Basis of estimates • Cost forecasts • Issue log • Lessons learned register • Milestone list • Quality reports • Risk register Risk report • Schedule forecasts 3. Work performance information 4. Agreements 5. Enterprise Environmental factors 6. Organizational Process Assets	1. Expert judgment 2. Data analysis • Alternatives analysis • Cost-benefit analysis • Earned value analysis • Root cause analysis • Trend analysis • Variance analysis 3. Decision making 4. Meetings	1. Work performance reports 2. Change requests 3. Project management plan updates • Any component 4. Project documents updates • Cost forecasts • Issue log • Lessons learned register • Risk register • Schedule forecasts • Cost forecasts • Issue log • Lessons learned register • Risk register • Schedule forecasts

Q33: What are the monitoring and controlling concerned with?

- Comparing actual project performance against the project management plan;
- Assessing performance periodically to determine whether any corrective or preventive actions are indicated, and then recommending those actions as necessary;
- Checking the status of individual project risks;
- Maintaining an accurate, timely information base concerning the project's product(s) and their associated documentation through project completion;
- Providing information to support status reporting, progress measurement, and forecasting;
- Providing forecasts to update current cost and current schedule information;
- Monitoring implementation of approved changes as they occur;
- Providing appropriate reporting on project progress and status to program management when the project is part of an overall program; and
- Ensuring that the project stays aligned with the business needs.

Q34: What are the elements of work performance reports?

Examples of work performance reports include status reports and progress reports. Work performance reports can contain earned value graphs and information, trend lines and forecasts, reserve burndown charts, defect histograms, contract performance information, and risk summaries. They can be presented as dashboards, heat reports, stop light charts, or other representations useful for creating awareness and generating decisions and actions.

Q35: What are the key benefits of Perform integrated change control?

The key benefit of this process is that it allows for documented changes within the project to be considered in an integrated manner while addressing overall project risk, which often arises from changes made without consideration of the overall project objectives or plans.

Q36: What are the Perform integrated change control ITTOs?

Inputs	Tools and Tech.	Outputs
1. **Project management plan** • Change management plan • Configuration management plan • Scope baseline • Schedule baseline • Cost baseline 2. **Project documents** • Basis of estimates • Requirements traceability matrix • Risk report 3. **Work performance reports** 4. **Change requests** 5. **Enterprise Environmental factors** 6. **Organizational Process Assets**	1. **Expert judgment** 2. **Change control tools** 3. **Data analysis** • Alternatives analysis • Cost-benefit analysis 4. **Decision making** • Voting • Autocratic decision making • Multicriteria decision analysis 5. **Meetings**	1. **Approved change requests** 2. **Project management plan updates** • Any component 3. **Project documents updates** • Change log

Q37: What is the applied level of change depend on generally?

The application area, complexity of the specific project, contract requirements, and the context and environment in which the project is performed.

Q38: Why we need the configuration management plan when deal with changes control?

Because each project's configuration management plan should define which project artifacts need to be placed under configuration control. Any change in a configuration element should be formally controlled and will require a change request.

Q39: What is the change control board (CCB)?

Is a formally chartered group responsible for reviewing, evaluating, approving, deferring, or rejecting changes to the project and for recording and communicating such decisions.

Q40: What are the steps for approving or denying the change request?

1. To be recorded in the changes log.

2. To be evaluated and analyzed.

3. Impacts documented.

4. Reviewed by the CCB.

5. If approved, to be recorded finally in the approved changes log and communicated to the relevant stake holders as well as updating the relevant project plans and or documents.

6. If rejected, to be recorded in the rejected changes log with the causes and inform the revenant stake holders.

Q41: What are the key benefits of close project or phase process?

The key benefits of this process are the project or phase information is archived, the planned work is completed, and organizational team resources are released to pursue new endeavors.

Q42: What are the close project or phase process ITTOs?

Inputs	Tools and Tech.	Outputs
1. Project Charter 2. Project management plan • All components 3. Project documents • Assumption log • Basis of estimates • Change log • Issue log • Lessons learned register • Milestone list • Project communications • Quality control measurements • Quality reports • Requirements documentation • Risk register • Risk report 4. Accepted deliverables 5. Business documents • Business case • Benefits management plan 6. Agreements 7. Procurement documentation 8. Organizational Process Assets	1. Expert judgment 2. Data analysis • Document analysis • Regression analysis • Trend analysis • Variance analysis 3. Meetings	1. Project documents updates • Lessons learned register 2. Final product, service, or result transition 3. Final report 4. Organizational Process Assets updates

Q43: What are the activities necessary for the administrative closure of the project or phase?

- **Actions and activities necessary to satisfy completion or exit criteria for the phase or project such as:**
  - Making certain that all documents and deliverables are up-to-date and that all issues are resolved;
  - Confirming the delivery and formal acceptance of deliverables by the customer;
  - Ensuring that all costs are charged to the project;
  - Closing project accounts;
  - Reassigning personnel;
  - Dealing with excess project material;
  - Reallocating project facilities, equipment, and other resources; and
  - Elaborating the final project reports as required by organizational policies.
- **Activities related to the completion of the contractual agreements applicable to the project or project phase such as:**
  - Confirming the formal acceptance of the seller's work,
  - Finalizing open claims,
  - Updating records to reflect final results, and
  - Archiving such information for future use.
- **Activities needed to:**
  - Collect project or phase records,
  - Audit project success or failure,
  - Manage knowledge sharing and transfer,
  - Identify lessons learned, and
  - Archive project information for future use by the organization.
- **Actions and activities necessary to transfer the project's products, services, or results to the next phase or to production and/or operations.**
- **Collecting any suggestions for improving or updating the policies and procedures of the organization and sending them to the appropriate organizational unit.**
- **Measuring stakeholder satisfaction.**