

CHEAT SHEET

PMP Exam Cheat Sheet

The purpose of this is to help you memorize information to dump onto scrap paper prior to starting exam. It is important that information used on this sheet is information that will be helpful to **you** on the exam.

Every time you sit down to study, start by writing out your “cheat sheet” to see how much you remember. You will remember more each time.

This document is an example of what I used for the test and includes step by step instructions to create each piece. You should come up with whatever tricks work for you.

I make no guarantees that this will work for you or that there are no errors in here. All I can say is that it worked for me and I hope this helps you find something to work for you.

Most of the benefit is in learning to create the spreadsheet not in actually using it. However, it's a nice feeling to start the test by documenting things you know instead of starting by answering a question you don't!

Good luck and happy studying.

CHEAT SHEET

Part A: Process group and Knowledge Area Matrix from P 38 PMBOK 2000 Edition

Knowledge Areas	Process Groups				
	I	P	E	C [^]	C ₀
PIM	X				X
S			X		X
T	X		X		X
C	X		X		X
Q	X				X
HR	X			X	X
Comm	X				
Risk	X		X		X
Proc	X			X	

Step 1: Fill in negative space with X (cells with no processes).

- Starting at the top of Closing – go down 6 and over 1
- Skip space in Closing and do “Down and up”
- From top of Executing drop one and do 3 in a row.
- In initiating, block out all except Scope

Step 2:

You need a way to remember which processes go where. My friend BT came up with some pneumonics to help. Write them down next to the Knowledge Area. (After a while you may not need these).

	Knowledge Areas	Process Groups				
		I	P	E	C [^]	C ₀
PPI	PIM	X				X
ISSSS	S			X		X
AAASS	T	X		X		X
RCCC	C	X		X		X
QQQ	Q	X				X
OST	HR	X			X	X
CIPA	Comm	X				
RRQRR	Risk	X		X		X
PSSCC	Proc	X			X	

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Step 3:
Fill in the processes.

		Process Groups					
		Knowledge Areas	I	P	E	C [^]	C ₀
PPI	PIM	X	Project Plan Development	Project Plan Execution	Integrated Change Control	X	
ISSSS	S	Initiation	Scope Planning		Scope Verification		
			Scope Definition	X	Scope Control	X	
AAASS	T	X	Activity Definition				
			Activity Sequencing				
RCCC	C	X	Activity Duration Estimating				
			Schedule Development	X	Schedule Control	X	
RCCC	C	X	Resource Planning				
			Cost Estimating				
QQQ	Q	X	Cost Budgeting	X	Cost Control	X	
			Quality Planning	Quality Assurance	Quality Control	X	
OST	HR	X	Organizational Planning				
			Staff Acquisition	Team Development	X	X	
CIPA	Comm	X	Communication Planning	Information Distribution	Performance Reporting	Administrative Closure	
			Risk Management Planning				
RRQRR	Risk	X	Risk Identification				
			Qualitative Analysis				
PSSCC	Proc	X	Quantitative Analysis				
			Risk Response Planning	X	Risk Monitoring and Control	X	
PSSCC	Proc	X	Procurement Planning	Solicitation			
			Solicitation Planning	Source Selection	Contract Administration	X	Contract Closeout

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Part B: Earned Value Formulas

These are very easy to remember and jot down but it will be nice to have them written down when you start the test.

Step 1: Write down each value (Cost Variance, Schedule Variance, Cost Performance Index, Schedule Performance Index)

CV

SV

CPI

SPI

Step 2:

Fill in the equal sign and EV

CV=EV

SV=EV

CPI=EV

SPI=EV

Step 3: Fill in the operands. Two minus (-) and two divide (÷)

CV=EV-

SV=EV-

CPI=EV÷

SPI=EV÷

Step 4: Fill in the last variable. AC-PV-AC-PV

CV=EV-AC

SV=EV-PV

CPI=EV÷AC

SPI=EV÷PV

(Remember you need to know both ways to represent these variables. EV=BCWP, PV=BCWS, etc.)

Part C: Resolving Conflict Grid

(I came up with this one on my own based on reading an excerpt from “Human Factors in Project Management: Handling Conflict”. I apologize if it only makes sense to me.)

Step 1:

Create 2 way grid with each conflict resolution scenario (Remember several of these have more than one name) – Withdrawal, Smoothing, Compromising, Confronting, Forcing (Note: the 2 C’s are in alphabetic order)

	W	S	C	C	F
W					
S					
C					
C					
F					

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Step 2:

Fill in the stalemates with an S. All of these are along the diagonal. Top left 2 and bottom right 1.

	W	S	C	C	F
W	S				
S		S			
C					
C					
F					S

Step 3:

Fill in the resolutions. The remainder of the diagonal; up 2 and left 2.

	W	S	C	C	F
W	S		R		
S		S	R		
C	R	R	R		
C				R	
F					S

Step 4: Fill in the rest. Arrows indicate who wins. Everything above the diagonal points up. Everything under the diagonal points left.

	W	S	C	C	F
W	S	↑	R	↑	↑
S	←	S	R	↑	↑
C	R	R	R	↑	↑
C	←	←	←	R	↑
F	←	←	←	←	S

Part D: Top 4 Reasons for Conflict and Sources of Power

These two items are strictly pneumonics that I came up with to help me remember them. There are other ways to remember them and some people may already know these. My friend remembered the conflict reasons by thinking of the worst project he'd been on.

<p>Conflict: "Spurt"</p> <p>S - Schedule</p> <p>P - Priorities</p> <p>R - Resources</p> <p>T - Technical Opinion</p>
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<p>Sources of Power: "Ref Rap"</p> <div style="border: 1px solid red; padding: 5px; margin: 5px 0;"> <p>R - Reward</p> <p>E - Expert</p> </div> <div style="border: 1px solid blue; padding: 5px;"> <p>F - Formal</p> <p>R - Reward</p> <p>P - Penalty</p> </div>

<p>Red: These are the best to use per PMBOK</p> <p>Blue: These are the ones inherent in your PM position</p>
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Part E: ITTO for Control

I did these because they were weak points for me. You may decide not to do these or to do other processes.

Step 1: Write down the processes. ISSC (Integrated Change Control, Schedule, Scope, Cost). Create 3X3 box. (These are the ITTO that these processes share.)

ISSC

Step 2: Block out the negative space (where there are no ITTO values). Top left and bottom right.

X		
		X

Step 3: Fill in the values.

X	Control System	Corrective Action
Performance Reports	Performance Measurements	Lessons Learned
Change Requests	Additional Planning	X

Step 4: Individual ITTO for these processes. Create table. Still using ISSC. The first 3 processes have 2 rows and Cost has 4 rows.

	I	TT	O
Integrated Change			
Schedule			
Scope			
Cost			

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Step 5: Fill in the negative space where there are no ITTO values.

	I	TT	O
Integrated Change	X		X
			X
Schedule		X	
		X	
Scope			
Cost	X	X	
	X	X	

Step 6: Fill in the values for the ITTOs.

Tips that I used to remember: First item is Project Plan. For most inputs there is a corresponding output “update”. Each process has at least 1 “update” output. PMIS made me think of PM Software and Computerized tools. EAC made me think of EVM and WBS (just because they are letters no other reason). Each process has a “plan” input. The last thing to do is “Close the Project”. I did not fill these in in order. I input them in the order that they are explained in this narrative or close to it.

	I	TT	O
Integrated Change	Project Plan	Configuration Management	Project Plan Update
	X	PMIS	X
Schedule	Schedule Management Plan	PM Software	Updated Schedule
	Project Schedule	Variance Analysis	X
Scope	Scope Management Plan	X	Updated Baseline
	WBS	X	Scope Changes
Cost	Cost Management Plan	EVM	Updated Budget
	Cost Baseline	Computerized Tools	Adjusted (“Updated”) Cost Baseline
	X	X	EAC
	X	X	Project Closeout

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Part F: Quality Control ITTO

I did this one because I kept mixing up ITTO for QC and QA. I figured if I memorized one I would know the other fit in the other process.

Step 1: Create the grid (3X6)

I	TT	O

Step 2: Fill in negative space where there are no ITTO values. All at the bottom – 2 in first column, 1 in 3rd column. (i.e. rows are 4, 6 and 5)

I	TT	O
X		
X		X

Step 3: Fill in the ITTO values. Each Input has a corresponding output. (may be a weak correspondence, ie both have word Quality) **Remember from ISSC that each one has a plan input. Matching Output.** Definition of QC is that specific work is inspected. Matching Output. Operational definitions (I couldn't think of a trick to remember this one) leads to process adjustments. Just had to devise a way to remember the rest.

I	TT	O
Quality Management Plan	Control Charts	Quality Improvements
Work Results	Inspection	Rework
Operational Definitions	Statistical Sampling	Process Adjustments
Checklists	Flow Charts	Updated Checklists
X	Pareto	Acceptance Decisions
X	Trend Analysis	X

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End Result: Cheat Sheet Idea

Process Groups

	Knowledge Areas	Process Groups				
		I	P	E	C^	C ₀
PPI	PIM		Project Plan Development	Project Plan Execution	Integrated Change Control	
ISSSS	S	Initiation	Scope Planning		Scope Verification	
			Scope Definition		Scope Control	
AAASS	T		Activity Definition			
			Activity Sequencing			
			Activity Duration Estimating			
RCCC	C		Schedule Development		Schedule Control	
			Resource Planning			
QQQ	Q		Cost Estimating		Cost Control	
OST	HR		Cost Budgeting			
			Quality Planning	Quality Assurance	Quality Control	
CIPA	Comm		Organizational Planning			
			Staff Acquisition			
RRQRR	Risk		Communication Planning	Information Distribution	Performance Reporting	Administrative Closure
			Risk Management Planning			
			Risk Identification			
			Qualitative Analysis			
			Quantitative Analysis			
Risk Response Planning	Risk Monitoring and Control					
PSSCC	Proc		Procurement Planning	Solicitation		
			Solicitation Planning	Source Selection		
			Contract Administration		Contract Closeout	

$CV=EV - AC$
 $SV=EV - PV$
 $CPI=EV \div AC$
 $SPI=EV \div PV$

	W	S	C	C	F
W	S	↑	R	↑	↑
S	←	S	R	↑	↑
C	R	R	R	↑	↑
C	←	←	←	R	↑
F	←	←	←	←	S

Conflict: "Spurt"
 S – Schedule P - Priorities
 R – Resources T – Technical Opinion

Sources of Power: "Ref Rap"

 R - Reward
 E – Expert

 F - Formal
 R - Reward
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ISSC ITTO

	Control System	Corrective Action
Performance Reports	Performance Measurements	Lessons Learned
Change Requests	Additional Planning	

	I	TT	O
Integrated Change	Project Plan	Configuration Management	Project Plan Update
		PMIS	
Schedule	Schedule Management Plan	PM Software	Updated Schedule
	Project Schedule	Variance Analysis	
Scope	Scope Management Plan		Updated Baseline
	WBS		Scope Changes
Cost	Cost Management Plan	EVM	Updated Budget
	Cost Baseline	Computerized Tools	Adjusted (“Updated”) Cost Baseline
			EAC
			Project Closeout

Quality Control ITTO

I	TT	O
Quality Management Plan	Control Charts	Quality Improvements
Work Results	Inspection	Rework
Operational Definitions	Statistical Sampling	Process Adjustments
Checklists	Flow Charts	Updated Checklists
	Pareto	Acceptance Decisions
	Trend Analysis	