CHEETAH Learning ®

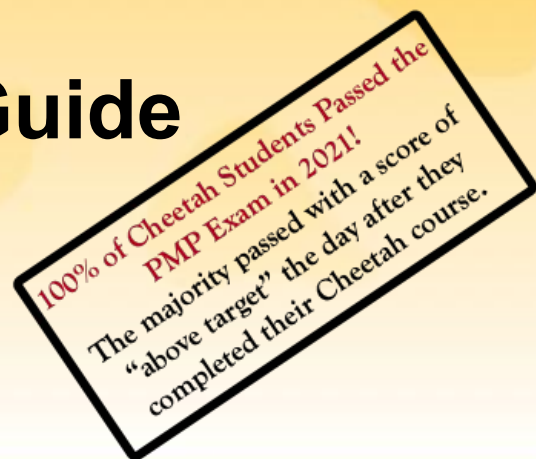# Smart Start Guide

January 2022

Knowledge . Confidence . Reliabilty

What is this document?

You likely downloaded this document for one of two reasons: You want to become **PMP certified** and are looking for introductory information so you know how to apply for and what to study to pass The Project Management Institute's (PMI) Project Management Professional (PMP) exam; OR you are attending one of our Accelerated Learner classes to become **a Certified Accelerated Learner (CAL certified using the PMP Exam as verification** you have mastered using the accelerated learning and test taking techniques. For either of these two reasons, this document will provide you with the **Smart Start** you will need to succeed...quickly.

Most students who chose to attend our Certified Accelerated Learner and Exam Prep classes want or need to learn how to learn fast, rapidly synthesize a bulk of material from various sources, work at peak mental performance, stay relaxed and focused, and learn how to deduce the correct answer on difficult exams. It makes sense to verify your mastery of these skills by actually taking a credentialing exam.Therefore, this particular Cheetah Smart Start Guide includes information necessary to apply for and pass PMI's PMP exam. Other groups charge for this information as part of preparing you to become a certified PMP; however, we provide this information **free of charge,** so that you fully understand what is required before committing any resources to our Accelerated Exam Prep Programs.

Regardless of why you downloaded this Smart Start guide, it is important you understand the What, Why and How of the exam you are going to take.

How do I use this?

We suggest you set aside 30 minutes to quickly review this document. Get your favorite beverage, make sure you are comfortable, and begin! This document is divided into four sections so that you can quickly understand what is required and make any notes for later reference.

- What is the PMP?
- Why is the PMP valuable for my career?
- How do I become PMP certified?
- How do I best prepare to pass the PMP exam?

Millions have downloaded this guide since its first release in July 2001. We update this guide several times a year so you have the most current information available!

We understand life is busy. If you don't have the time to read this document, call a Cheetah Career Coach for a free Exam Prep Readiness Assessment and/or explanation on how YOU can best prepare to pass your chosen exam at : 844-800-4PMP.

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WHAT is the PMP?

PMP stands for Project Management Professional. This is the most prestigious and globally recognized certification in Project Management. With PMP behind your name, you are in demand in almost any industry because all industries have projects. The more successful you are with projects, the more successful your company will be.

in 1969, the Project Management Institute (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. Three years later, PMI published the industry's first comprehensive set of accepted Project Management standards, "The Project Management Body of Knowledge" (The PMBOK Guide). The PMBOK® Guide was updated in 1996, 2000, 2004, 2008, 2013 and again in January 2018 with the release of The PMBOK® Guide – Sixth Edition. PMI is to release the Seventh Edition in 2021

In September 1999, The PMBOK® Guide became a formal American National Standards Institute (ANSI) Standard, ANSI/PMI 99-001-1999. and industries throughout the world had uniform tools and techniques to manage projects, along with a global Project Management common language. In 2006, the PMP credential process received ISO 17024 accreditation.

As the Project Management profession's flag bearer, PMI does extraordinary work to advance the science and application of modern Project Management. One of its significant accomplishments and on-going programs is the formal certification of Project Managers: the Project Management Professional program.

This program helps ensure the highest professional and ethical standards within the community of practicing Project Management Professionals. Earning the PMP credential increases your career options, gives you more ability to influence the successful outcome of projects you undertake and provides more opportunities for increasing your salary. It offers similar benefits for organizations that employ people who are PMP certified.

Did you know...

Various 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 the now ANSI standard, are the driving forces behind today's enormous interest in modern Project Management

WHY PMP to verify your ACL mastery?

There is a continuous and rapidly growing demand for Project Management Professionals to lead the world's industries using effective Project Management techniques. Check out a few of the large, web-based employment sites. Search for "PMP" or "PMI" and see how many employers are looking for PMP/PMI-certified Project Managers. Check back next week, and the number most likely will have grown.

Many governments around the world now will only let contracts for projects that are run by PMP's. And the largest companies worldwide have mandates that all Project Managers are PMP certified. It is now the ticket to entry for the Project Management profession for the best jobs worldwide. And for some very good reasons. PMP's deliver value that is both measurable and consistent

> **Did you know...**
>
> The PMP Exam is based on much more than just PMI PBMOK. In fact, while PMI reference eight resources to prepare for the exam, Cheetah Learning uses more than 60 resources to not only help you acquire knowledge and skills but also accelerated learning techniques so you can confidently pass the PMP exam after four days of intense accelerated exam prep.

Because the PMP credential is a global, non-geographic, non-industry-specific credential, you have chosen a GREAT credential to earn while verifying your mastery of learning fast and passing exams. Most importantly, we've discovered that obtaining your PMP certification with Cheetah Learning increases your self-efficacy.

A couple years ago a PhD candidate did their doctoral thesis on how becoming a PMP improved self-efficacy (that is their belief in their ability to achieve their goals). The only company with a sufficient sample size for her to study was Cheetah Learning. She discovered that by completing this very comprehensive and significant program in just four days of preparation, dramatically improved the student's belief in their ability to achieve difficult goals.

Many Cheetah Learning alumni are now leaders in their respective industries and 95% of our business is word of mouth referrals.

We're teachers and our number one goal is our students' success. We don't do much advertising as we prefer to keep our business focused on what we do best. The largest and also the most prestigious organizations count on Cheetah Learning to help their staff become PMP certified, work at peak performance and and improve individual self-efficacy at the same time.

HOW to become eligible to take the PMP?

First, you have to be able to show you meet PMIs criteria to be eligible to take the PMP exam. **See the call out box for eligibility requirements.** You will need to show that you have 36 (or 60) months of experience leading or directing tasks on projects as well as 35 hours of Project Management education. You will need to submit an application online at PMIs website documenting how you meet the criteria above, summarizing your Project Management experience, including the project names, Sponsor/companies. PM methodology used, budget, # team members. PMI expects a one sentence project objective, a description of what you did to lead/directed tasks in each of PMIs defined process groups, and a one sentence project outcome. PMI will look for 100 - 500 words.

> If you are already a Cheetah student, your Cheetah Career Coaches will review your information to ensure it meets PMIs expectations as well as eliminate any chance or your application being returned, denied or flagged for audit.

Who is eligible to take the PMP Exam?

Education	**35 hr or PM Training (included in your ACL course)**
Experience	**w/Bachelors Degree-36 month managing projects w/out Bachelors - 60 months (You can go back up to 8 years)**

Once you submit your eligibility application to take the PMP exam, PMI will ask for exam payment in order to provide your eligibility number.
Next you use your eligibility number to schedule your four hour exam time slot with a Pearson Vue Test center or with a proctor so you can take your exam virtually on your own computer.

Did you know...

> It's best to first become a member before filing this form as the exam fee drops for members. You DO NOT need to be a PMI member to take the exam or be a PMP however we recommend it as you save money in the long run on your exam fee as well as other PMI resources.

Next: Along with documenting your educational and experiential requirements established by PMI, you also need to demonstrate an acceptable and valid level of understanding and knowledge about Project Management tested by the PMP certification examination.

Today's exam is designed to fully test your understanding of modern Project Management concepts (Domains, Tasks and Enablers) including various predictive, agile and hybrid methodologies, tools, and techniques, in a multitude of differing business environments. The questions are designed to test both your understanding and your practical application abilities, so you see a wide variety of question types on the exam.

You will be taking a **230 minute (**plus 2 ten minute breaks)**, 180 question, mostly multiple choice exam** (they have some matching, fill in the blanks on graphs, etc) and no two exam are alike. Your pass/fail score is based on your overall performance, not on how many questions you answered right or wrong in a particular domain. Professionals from our Cheetah Exam Prep for the PMP course who score very high on the exam have a wide range and depth of PM experiences. They have the ability to completely immerse themselves in the four-day classroom or four-week online program. They also properly use the techniques taught in the program to relax and focus during the exam

Did you know...

PMI states it will process your application within 5 to 10 working days and respond to you by asking for exam payment ($405 pmi members/$555 non-members).

In another 2 days PMI will respond to your payment with an eligibility number that you will need to schedule your exam.

Eligibility Period: You must take the PMP exam within one year of receiving your approval to test. If it expires, you have to apply and pay again.

If you don't pass the exam on your first attempt, you can take the exam again. You will just submit a re-examination form to PMI and pay for an exam retake ($275 pmi members/$375 nonmembers). There is no waiting period to submit the form or to re-take the exam. You can usually reschedule your exam within two weeks. You are allowed to test three times during your original eligibility year. If you don't pass after your 2nd retake, you must wait a year to re-apply to sit for the exam again. In 2021, 100% of Cheetah Students passed the PMP exam, all but one on their first attempt and most in the above target range.

HOW to prepare to take the PMP?

There is a science to preparing people for the PMP exam. The key is not in the "what", it's in the "how" of using accelerated learning in our curriculum design. Others may offer a 4 day "boot camp," but that is not what Cheetah's program is. We guarantee you will pass the PMP exam - not just learn about Project Management. While our methodologies may seem unusual for conventional professional education, it's well proven and probably not like anything you've experienced before. Trust in our process and success and you will pass the PMP exam - guaranteed!

When people can absorb new information in at least three different formats and contexts, they can more quickly and easily recall that information. When studying for the PMP exam, find a variety of formats that present the information on the test and review your study material as least three times.

230 Minutes (you are given two ten minute breaks not included in the 230 minutes - you take these after you complete 60, then 120 questions).
Pass/Fail:
The result will be either pass or fail and you will not be notified of the actual answers that you score either right or wrong. Rather you will be given a printed sheet but in this sheet, besides pass/fail, you will be given a domain score that you have achieved in each of the domains.

Domains and Score:
The domain scores are listed as above target, target or below target.

There is not one specific reference to prepare for the PMP exam.

The exam content is taken from numerous references related to a variety of project management business environments and methodologies.

Taking the four day Cheetah Accelerated Learning course is the most concise way to gather the knowledge and skills required to master passing the PMP exam.

Cheetah Learning offers it's risk free guarantee for the live course – if you are not successful on your exam, they provide a momentum program to shore up any weak areas and if after your second exam retake and fully following all elements of the program, will refund your course fee if you are not successful.

Updates to the PMP® Certification Exam

As described in PMIs Exam Content Outline a key component of the 2021 exam update process was the use of a Role Delineation Study or Job Task Analysis as the basis for the creation of the PMP exam. In a nutshell, the exam is not based on the PMBOK Guide but rather designed to assess a project managers competence as well as determine the levels of salience criticality and frequency of the knowledge, tasks and skills required to perform to a global, non-industry-specific standard. Thus the latest exam measure ALL elements of the project management profession in real settings. There are many differences between the PMP exam release 2021 and A Guide to the Project Management Body of Knowledge (PMBOK Guide) - 7th edition

A general outline of what you must have down cold to take the exam is a thorough understanding and working knowledge of Domans, Tasks and Enablers as defined by PMIs Role Delineation Study. **The PMP exam incorporates approaches across a variety of business environments and project approaches.**

About 50% of the exam represents predictive pm approaches, while 50% represents hybrid or agile approaches. Whether predictive, agile or hybrid, approaches are not attached to any particular domain or task, rather will be found throughout three domains

The Table below shows the proportion of questions that appear on the exam. related to each Domain

Domain	% on test
People	42
Process	50
Business Environment	8

Domain - The high level knowledge area that is essential to practice Project Management
Tasks - The underlying responsibilities of the Project Manager within each Domain
Enablers - Illustrative examples that demonstrate what the task encompasses

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What you need to know to pass - Domains/ Tasks

The Project Management Institute's *PMP Exam Content Outline* includes, among many other things, the **Domains** (high-level knowledge areas) and **Tasks** (underlying responsibilities of the project manager that you will need to not only be aware of, but also know how to apply to various types of illustrative examples on your exam.

Domain 1: PEOPLE (42%)
Tasks/Responsibilities

- Manage Conflict
- Lead a Team
- Support Team Performance
- Empower Team Members & Stakeholders
- Ensure Team Members/Stakeholders are adequately trained
- Build a Team
- Address & Remove impediments, obstacles, and blockers for the Team
- Negotiate Project Agreements
- Collaborate with Stakeholders
- Build Shared Understanding
- Engage & Support Virtual Teams
- Define Team Ground Rules
- Mentor Relevant Stakeholders
- Promote Team Performance through the application of Emotional Intelligence

Domain 3: Business Environment (8%)
Tasks/Responsibilities

- Plan and manage project compliance
- Evaluate and deliver project benefits and value
- Evaluate and address external business environment changes for impact on scope
- Support organizational change

Domain 2: PROCESS (50%)
Tasks/Responsibilities

- Execute project with the urgency required to deliver business value
- Manage communications
- Assess and manage risks
- Engage stakeholders
- Plan and manage budget and resources
- Plan and manage schedule
- Plan and manage quality of products/deliverables
- Plan and manage scope
- Integrate project planning activities
- Manage project changes
- Plan and manage procurement
- Manage project artifacts
- Determine appropriate project methodology/methods and practices
- Establish project governance structure
- Manage Project Issues
- Ensure knowledge transfer for project continuity
- Plan and manage project/phase closure or transitions

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What you need to know to pass - Enablers

Enablers - What you need to know

PMI refers to **Enablers,** which are defined as illustrative examples of the work associated with project management tasks. **Enablers** bring visibility to the work necessary for a project manager to perform responsibilities and tasks. **B**elow is a **short list of Enablers. (**Note this is only about 25% of PMI's non-exhaustive list in their *PMP Exam Content Outline)*

DOMAIN I - People

- Set a clear vision/mission
- Value servant leadership
- Support diversity/behavior types/thought processes
- Organize around team strengths
- Interpret sources and stage of conflicts
- Appraise Team members against KPI
- Determine Competencies/elements of training
- Measure training outcomes
- Maintain team and knowledge transfer
- Deduce project resource requirements
- Determine/prioritize impediments, obstacles, and blockers
- Determine Negotiation strategy
- Build Trust and Influence stakeholders
- Implement options for virtual team engagement
- Manage and rectify ground rule violations
- Recognize/Act on mentoring opportunities
- Assess behavior through the use of personality indicators

DOMAIN II - Process

- Assess opps to deliver value incrementally
- Support team to subdivide project tasks as necessary to find the minimum viable product
- Determine communication methods, channels, frequency, and level of detail for all stakeholders
- Determine risk management options
- Iteratively assess and prioritize risks
- Analyze stakeholders (power interest grid, influence, impact)
- Estimate budgetary need/anticipate future budget challenges
- Monitor budget variation and work with governance process to adjust
- Estimate project tasks, milestones, dependencies, story points
- Prepare, measure, modify schedule based on methodology
- Determine quality standard required for project deliverables
- Break down scope (WBS, backlog)
- Assess consolidated project plans for dependencies/gaps/continued business value
- Manage changes according to methodology
- Plan/manage procurement strategy
- Validate info version control and assess effectiveness of artifacts management

DOMAIN III - Business Environment

- Classify compliance categories and analyze consequences of noncompliance
- Evaluate delivery options to demonstrate value
- Assess and prioritize impact on project scope/backlog based on changes in external business environment
- Evaluate impact of organizational change to project and determine required actions

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What you need to know to pass: Tools & Techniques

PMP test takers need to have not just an understanding of what these enablers are but also be familiar with various project management methodologies, priorities**, tools and techniques** in order to perform work as it relates to each project depending on the business environments across industries.

Data Gathering

- Benchmarking
- Group Creativity Techniques
- Check Sheets
- Checklists
- Focus Groups
- Interviews
- Market Research
- Questionnaires and Surveys
- Statistical Sample

Data Representation

- Affinity Diagrams
- Cause-and-Effect Diagrams
- Control Charts
- Flowcharts
- Hierarchical Charts
- Histograms
- Logical Data Model
- Matrix Diagrams
- Responsibility Assignment Matrix
- Mind Mapping
- Probability and Impact Matrix
- Scatter Diagrams
- Stakeholder Engagement Assesment Matrix
- Stakeholder Mapping/Representation
- Text-oriented Formats

Data Analysis

- Alternatives Analysis
- Assessment of other Risk Parameters
- Assumptions and Constraint Analysis
- Cost of Quality
- Cost-Benefit Analysis
- Decision Tree Analysis
- Document Analysis
- Earned Value Analysis
- Influence Diagrams
- Iteration Burndow Chart
- Make-or-Buy Analysis
- Performances Review
- Process Analysis
- Proposal Evaluation
- Regression Analysis
- Reserve Analysis
- Risk Data Quality Assesstment
- Risk Probability and Impact Assessment
- Root Cause Analysis
- Sensitivity Analysis
- Simulation
- Stakeholder Analysis
- SWOT Analysis
- Technical Performance Analysis
- Trend Analysis
- Variance Analysis
- What-if Scenario Analysis

What you need to know to pass: Tools & Techniques

Decision Making

- Multicriteria Decision Making
- Voting

Communication

- Feedback
- Presentations

Interpersonal and Team Skills

- Active Listening
- Communication Styles Assessment
- Confict Management
- Cultural Awareness
- Decision Making
- Emotional Intelligence
- Facilitation
- Influencing
- Leadership
- Meeting Management
- Motivation
- Negotiation
- Networking
- Nominal Group Technique
- Observation / Conversation
- Political Awareness
- Team Building

Other

- Advertising
- Agile Release Planning
- Analogous Estimating
- Audits
- Bidder Conferences
- Bottom-up Estimating
- Changes Control Tools
- Claims Administration
- Colocation
- Communication Methods
- Communication Models
- Communication Requirements Analysis
- Communication Technology
- Context Diagram
- Contingent Response Strategies
- Costs Aggregation
- Critical Path Method
- Decomposition
- Dependency Determination And Integration
- Design for X
- Expert Judgment
- Funding Requirements
- Funding Limit Reconciliation
- Ground Rules
- Historical Information Review
- Individual and Team Assessments
- Information Management
- Inspection
- Knowledge Management
- Leads and Lags
- Meetings
- Organizational Theory
- Parametric Estimating
- Pre-Assignment

- Precedence Diagramming Method
- Problem Solving
- Product Analysis
- Project Management Information System (PMIS)
- Project Reports Presentation
- Prompt List
- Prototypes
- Quality Improvement Methods
- Recognition and Rewards
- Representations of Uncertainty
- Resources Optimization
- Risk Categorization
- Rolling Wave Planning
- Schedule Compression
- Schedule Network Analysis
- Source Selection Analysis
- Strategies for Opportunities
- Strategies for Overall Project Risk
- Strategies for Threats
- Test and Inspection Planning
- Testing/Product Evaluations
- Three-point Estimating
- To Complete Performance Index (TCPI)
- Training
- Virtual Teams

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We know you want get to speed on what is required to be eligible, apply for and pass PMIs PMP exam. Since you expressed interest in accelerated learning and our proven exam prep techniques, we hope that you will verify your mastery of our accelerated learning and exam prep techniques by passing the Project Management Institute's Project Management Professional (PMP credential) exam.

Cheetah's successful program is immersion based (highly focused, condensed, interactive format using proven accelerated learning and test taking techniques over a four day period). You've just completed your first step on your way to exam mastery by downloading this valuable document!

You start here with Cheetah Learning and finish in just a short time, verifying you mastered the accelerated learning and test taking techniques by passing the required exam to earn your PMP credential.

Pass the PMP Exam After Just Four Days of Prep Questions? Call
844-800-4767

www.cheetahlearning.com

References:
Project Management Professional – Examination Content Outline PMI