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Cheetah Project Manager Professional Development Toolkit



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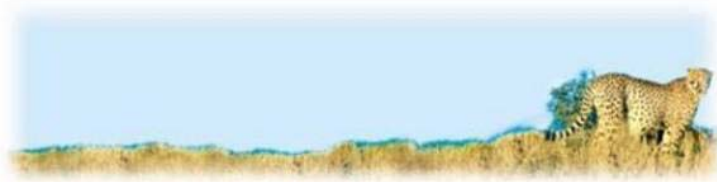


Cheetah Project Manager Professional Development Toolkit

Hello and thank you for including us on your path to career success. Here is your *Cheetah Project Manager Professional Development Toolkit*.

This toolkit will help you reach your professional goals quickly. It contains a development plan that will help you increase your ability to manage projects and receive that promotion or pay raise you are after.

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



Cheetah Project Manager Professional Development Toolkit

Valuable tips to help you achieve your career goals, FAST!

® “PMP” and the PMP logo are certification marks of the Project Management Institute, Inc.: “PMI” is a service and trademark of the Project Management Institute, Inc; “PMBOK” is a trademark of the Project Management Institute, Inc. which are registered in the United States and other nations.

Cheetah Project Manager Professional Development Toolkit

What's more potent than the PMP for your career trajectory? This toolkit helps you define a path for your career and make an informed decision. You don't need to wait to become a PMP—we wrote this toolkit to help you make the decision if pursuing the PMP is the right step for you to make at this time. Or if you already are a PMP, keep moving forward by building the leadership skills you need to get promoted. With the Cheetah Project Management Master's Certificate, you'll be on your way to obtaining that promotion or pay raise that you deserve, with or without the PMP.

Cheetah Observation #1

With over 16.5 million people working in project management today, you need to identify yourself as a project manager who has the leadership skills necessary to help any organization reach its strategic goals by completing projects on time and within budget.

Increase Your Leadership Skills and Your Salary

Increased skills often work in tandem with an increase in your salary. According to a study by Foote Research Group, technical certification often serves to increase annual salaries—especially in the IT sector. Many leading companies recognize Project Management Master's Certificates as an invaluable professional credential. From IT and engineering to marketing and manufacturing, a diverse range of industries rely on project managers to deliver on mission-critical programs. When an employer sees you've earned a Cheetah Learning Project Management Master's Certificate, they know you have a leadership skill level they can count on to deliver results.

Partnering with an Industry Leader

The Cheetah Learning Project Management Master's Certificate earns you a Master's Certificate from a respected industry leader. Cheetah Learning has helped thousands of project managers build their skill set and their value in the global job market with its proven accelerated learning techniques. The Cheetah Project Management Master's Certificate informs employers that you are capable of leading a project from start to finish using proven project management methodologies, techniques and tools. Over 20 colleges across the United States offer the Cheetah Project Management Master's Certificate.

Cheetah Observation #2

*Passing an exam can mean that you are a talented test-taker, can easily memorize information or are good at assimilating information. It **does not prove** that you have the skills to manage projects. Show employers that you can **LEAD and MANAGE** projects by earning Cheetah's Project Management Master's Certificate.*

Are You a Candidate for the Cheetah PM Master's Certificate?

The Master's Certificate is designed for:

- Current project managers who are looking to improve their leadership skills and knowledge of project management tools, methodologies, and techniques as well as implementing these in their day-to-day careers.
- Professionals who yearn to bridge the educational and experience gap by holding a professional certification that retains value in today's competitive job market.
- Professionals who aim to distinguish themselves in the project management field with a professional certification that focuses on leadership, not on passing an exam.

Cheetah PM Master's Certificate

Tip #1

The Cheetah Project Management Master's Certificate qualifies for both Continuing Education Units (CEUs) and Professional Development Units (PDUs). Cheetah Learning is accredited by the International Association for Continuing Education and Training (IACET) and is a Registered Education Provider (REP) of the Project Management Institute.

PM Master's Certificate Course Overview

Cheetah's PM Master's Certificate provides a common base of knowledge, skills and tools essential for people to become leaders in the field of project management. The program is for professionals who want to competently lead people and their projects, and to improve their own career success.

The online 200-hour, 7-course curriculum not only deals with the entire project management body of knowledge as recognized by the Project Management Institute; it goes well beyond the basic knowledge foundations of project management. The program is designed for managers in all fields and professions including IT, Marketing, Operations, Sales and Engineering. It enables everyone to become a leader.

The courses in the program are all designed with weekly learning modules. Each module takes students five hours to complete by doing relevant activities in their work or volunteer environments. The courses range from four to ten weeks long. The entire program can be completed in 40 weeks. We give students two years to complete the coursework for the certificate program.

Experience the Convenience of Cheetah Learning

You'll study using the Cheetah Learning online course delivery system. You'll interact with your instructor (your personal coach and PM Mentor) and other students online, and complete course activities in your day-to-day professional pursuits. This ensures that you learn in a relevant, professional context.

For each course in the program, you'll have to complete a number of activities that are reviewed by your instructor, and you'll create an action plan for how you are going to incorporate your new leadership skills into your project management practice.

This is a hands-on program that emphasizes learning new concepts through direct application. The instructor acts as your guide ensuring mastery of the skills. Many students improve their leadership skills just doing the on-the-job activities and they receive promotions even before they complete the program.

With Cheetah's Project Management Master's Certificate you'll see your career soar to new heights as you become a leader in project management.

For more information, visit www.cheetahlearning.com or contact us for more information at college@cheetahlearning.com. See the course lineup on the next page. We are here waiting to help you excel!

PM Observation #1

In PMI's Project Management Salary Survey Third Edition, it was reported that Project Managers' annual base salaries generally average around \$85,000 with top experienced Project Managers near \$115,000. The Cheetah PM Master's Certificate will get you to the top, FAST.

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Cheetah's Project Management Master's Certificate Course Outline

- **PM Strength Builder**—This 5-hour online instructor-led course teaches students how to best leverage their project management strengths. Students learn the basics of project management and how to communicate to prospective employers about their skills. **0.5 CEUs
5 PDUs**
- **Communicating Through Conflict**—Leverage the energy of conflict common in various project phases to improve project performance. This is a four-week instructor-led online class. Candidates spend five hours per week completing the activities in the course during their day-to-day work. **2 CEUs
20 PDUs**
- **Project Negotiation Skills**—Competently and quickly negotiate the many situations found in projects to improve overall business performance. Candidates spend five hours per week completing the activities in the course in their day-to-day work. **2 CEUs
20 PDUs**
- **Cheetah Project Management and MS® Project**—Launch, direct and manage project teams using methods that are aligned with the ANSI Standard Project Management Body of Knowledge (PMBOK®Guide Third Edition.) Candidates spend five hours per week developing their own project management facilitation kit to use for every project launch. **5 CEUs
50 PDUs**
- **PM Toolbox**—Create a Project Management Toolbox of templates based on best practices for your enterprise. Candidates spend five hours per week completing the activities in the course of their day-to-day work. **4 CEUs
40 PDUs**
- **Project Management Demonstrations Project**—Demonstrate your competency as a Project Manager leading a team through every phase of assembling a kayak, initiating through closeout while performing project management performance measurements. This includes a kayak kit and building instructions (shipping is extra). **0.5 CEUs
5 PDUs**
- **Project Management Career Builder**—Leverage your project management skills to develop enhanced career opportunities. **0.5 CEUs
5 PDUs**

What about the PMP® Exam and PMI®?

What is the Project Management Professional (PMP) Credential?

The Project Management Institute (PMI®) is a global organization that disseminates knowledge on project management worldwide. They work to promote their version of what a project manager should know. They are the organization that creates and administers the Project Management Professional (PMP) Certification Program. To become a PMP, you have to pass an exam that tests your knowledge of PMI's version of project management. Unlike the CPA and the Bar exam, there is no government agency that certifies this exam. PMI is a global trade association for project management. Currently we understand that very low percentage of people are passing PMI's **new** exam. It's important to put the exam in context: PMI's PMP program only tests your knowledge of PMI's concepts on project management—not your actual ability to manage projects. Many people hiring project managers have expressed concerns to us that just because someone holds a PMP credential doesn't necessarily mean that person is a qualified project manager. This was why we created the Cheetah Project Management Masters Certificate program—to give employers the assurance they were hiring someone who had the knowledge AND the skills to lead projects..

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. 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 more predictable ways. Cheetah takes it one step further and Cheetah Project Management enables people complete 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

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comprehensive set of accepted Project Management standards called *The Project Management Body of Knowledge* (PMBOK® Guide). The PMBOK® Guide was updated in 1996, 2000 and the newest PMBOK® Guide Third Edition was released in November 2004.

In September 1999, the PMBOK® Guide became a formal ANSI (American National Standards Institute) Standard, *ANSI/PMI 99-001-1999* and serves as an ANSI Standard for industries throughout the world. The real value of the PMBOK is it developed a worldwide common language with respect to Project Management. But there is a lot of catching-up to do. PMI estimates there are 16.5 million professionals currently working in Project Management worldwide, with 4.5 million in the United States alone. The PMBOK is a

Cheetah PM Master's Certificate Tip #2

With a PMP certification, people will know that you have the knowledge to pass PMI's PMP test, but when you earn your Cheetah Project Management Master's

Certificate, employers will know that you have demonstrated the skills necessary to lead successful projects. Would you rather be able to prove you can manage projects by having a Master's Certificate or show that you passed a test? More importantly, what does your employer want—someone who can get results or someone who can pass a test?

fantastic reference, but it is not a Project Management methodology and many people disagree with the PMI –isms found in it, as this is not how things happen in the “real world.”

What does this all mean to you? It means that there is now a rapidly growing demand for people who can get results as project managers to lead the world's industries into a new modern project management era. You need to know more than just the theory; you need to be able to put it into practice as well. Becoming a PMP shows you understand PMI's theories on project management, have complete 35 hours of training and have adequately completed their eligibility application. None of these three activities show you have the skills to lead and manage projects—they are all screening processes. It is a very good screening process and having a PMP does show you have the knowledge needed to do project management. This screening process alone though does not develop or measure the skills you need day in and day out to be successful in a variety of project management situations. Make an informed decision on the best path for you to take.

What is involved in becoming a PMP?

The PMP Certification Process

Certification Overview

The stated purpose and goal of PMI's Project Management Certification Program is the development, maintenance, evaluation, promotion and administration of a rigorous, examination-based, professional certification. The latest version of the test was released

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September 30, 2005 and has proven to be very difficult. Only a small percentage of those who have taken it have passed. Many people have spent large amounts of time preparing for the exam and have not been successful. If they would have dedicated that time to the Cheetah Project Management Master's Certificate, they'd be at least half way through the courses. Instead of studying books for an exam, they would have been refining their leadership and project management skills by working on actual projects in their work environment. The question for you to consider—what will it do for your career if everyone knows you are pursuing the PMP credential and you can't pass the exam?

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.

Cheetah PM Master's Certificate Tip #3

There is no application required for Cheetah's Project Management Master's Certificate. You simply sign up, start the courses and enhance your project management capability and skill set as you work through the program. People involved in project management with you score you on a PM Scorecard. You have to get a passing score on the PM Scorecard to successfully complete the program. You finish as a much stronger and more professional project manager.

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 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 to satisfy the three-year (3) requirement.

Required supporting documentation for Category 1:

- Date of completion of your baccalaureate or equivalent university degree.
- Experience Verification Form meeting criteria listed above
- 35 hours of PM training prior to applying for the PMP eligibility

PM Observation #2 *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 or unverifiable information is found during the audit process, you will never be eligible to take the exam.*

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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 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 to satisfy the five-year (5) requirement.

Cheetah PM Master's Certificate Tip **#4**

There is no application nor processing time when you register for Cheetah's Project Management Master's Certificate. You apply online at www.cheetahlearning.com and once registered and paid, you receive an email about your course, how to log into it and who your certified trainer is for that course. You can start immediately taking action to get promoted!

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. The fee to join PMI is \$129 as a new member making your total over \$500 as a member.

To File Your Application:

1. Summarize your project management experience, include the project names, supervisors and companies for whom you did the projects. 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>.

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. PMI has been known to experience processing delays on occasion. During such "peak demand" periods, your application processing could take up to six weeks.

The PMP Exam

Once you get your eligibility letter, it's time to focus on the PMP exam. The exam is the most challenging part of the certification process. With the current difficulties with the new exam, many find it a wasted journey. 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. PMI is going to analyze the results of the new exam after 1000 people go through it. We recommend waiting until they make any necessary changes to the new exam before you apply for eligibility as you only have a year to take the exam.

Computer-based Examination Administration

The PMP exam is offered via computer at approximately 1,700 testing centers worldwide, with 300 in North America. 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.

When you arrive to take the exam, you must sign in. Before you can start your 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 driver's 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 pencil. 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.

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. 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.

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.**

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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. The test is tedious and difficult.

Passing Score

You either pass or you don't pass. To pass, you must earn a score equal to 81% or better. Right now, with the new exam, we believe the pass rate is too low as many very qualified people are not passing this exam after rigorous study. So, we advise you to pursue the PMP exam at this time with extreme caution. PMI has said after 1000 people go through the exam, they will analyze it and people who originally failed may be rescored to a pass. You decide what is more important to you, attempting to pass an exam that may be flawed, or developing and demonstrating the skills that prove you can get results with your projects.

Re-Examination

If you, like most others, don't pass the test with a score of 81% on your first attempt, you can take the exam again. You'll actually receive a link via email to reapply to sit for the exam. All PMI needs is your name and credit card—there is no need to go through the whole application process again. 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 and identification code. You are allowed to test 3 times in a year. If you don't pass, you must wait a year to reapply to sit for the exam again. The re-examination fee is \$275.00 US for PMI members and \$375.00 US for non-members.

PMP Exam Tip #1

Being relaxed is the best way to ensure you can successfully keep a clear head during 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.

What are the Exam questions like?

The exam that is given today is much different. It's been developed to fully test your understanding of PMI's version of modern project management concepts, standards, tools and techniques. The questions are designed to test both your understanding and your practical application abilities simultaneously. You will see a wide variety of question types.

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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. Risk management plan
- c. Resource requirements
- d. Cost baseline.

Cheetah Observation #3

We participate in a variety of Internet discussion boards relating to the 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. People who go through Cheetah courses are well prepared for this experience.

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Here's one more:

PMIS is a tool use in all of the processes below except:

- a. Integrated change control
- b. Direct and Manage Project Execution
- c. Monitor and Control Project Work
- d. Close Project

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.

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

These questions can be very challenging, especially if you're anxious and fatigued or you don't have a lot of practical knowledge managing projects at a high level. First, the question is long and drawn out. It is time consuming to read. 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 types of questions wrong because they either fail to fully understand what the question asked or they don't understand the concepts behind PMI's Standards.

If you have the leadership background (like what you'd learn going through the Cheetah PM Master's certificate), have prepared extensively with the right materials, know

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your PMBOK® Guide, can draw on a solid leadership background in project management, and are able to stay focused throughout the exam, you will do fine with all question types. But most likely, you still won't pass the exam until PMI does their analysis after 1000 people go through and makes any necessary adjustments. So 1000 souls have to take the fall for the good of the profession before PMI will make any adjustments to this exam. If failing this exam, won't hurt your career, you should go for it as a failing score may not in fact mean a failure at all if PMI finds they need to rescore the exams. However if your career could be damaged by you not passing this exam, we advise you to wait and look for other avenues to improve your career. Make an informed decision as this could have a significant impact on your career.

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 effective practical experience. 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. You cannot succeed without it. Cheetah's Project Management Master's Certificate gives you both practical experience and formal training. You will need this training in addition to a prep course—register for the Cheetah Project Management Master's Certificate at www.cheetahlearning.com. 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 Third Edition).
 - 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

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- Project Communications Management
 - Project Risk Management
 - Project Procurement Management
 - d. Multiple sets of Inputs/Tools & Techniques/Outputs
 - e. 44 Defined Project Management Processes
 - f. Common Project Management Acronyms
 - g. Over 250 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

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.

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

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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.

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* by Harold Kerzner, Ph.D. will provide you with most of the information you need. 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 project management references for that supplemental study.

The best single source of study material for professional responsibility is PMI's PMP Code of Professional Conduct, available at PMI's 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.

PMI Professional Development Program

Once you have successfully completed the certification process you are officially a PMP. Keep in mind that you must still satisfy PMI's Professional Development Program to maintain your certification. The program requires you to attain a minimum of 60 Professional Development Units (PDUs) every three years, agree to adhere to PMI's Project Management Professional Code of Professional Conduct and pay a renewal fee of \$120. You will receive detailed information on the program along with your PMP Certificate, PMP lapel pin and other information, shortly after passing the exam. This requires you to pay membership and take courses from approved providers.

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

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 years, try this route. We suggest if you are serious about advancing your career, make an informed decision and consider the Cheetah PM Master's Certificate. Many students get promoted while taking the courses.

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, and if you can't afford to fail for the good of the profession, wait until PMI makes any necessary adjustments to the exam. If a PMP exam prep provider is telling you people are passing the new exam, ask to see the passing exam

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score sheets—of both a new exam and an old exam. They mostly likely will not be able to produce a passing score sheet on the new exam. Make sure you do your research. 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 on their website.

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 over \$3,000USD (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. You may still have to spend a few hundred hours studying on your own and still not pass.. 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 the guarantee says that you can take the class again for free—read carefully!

Some of the providers 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. If you want to invest right now to increase your chances of getting ahead in your PM Career, go for the Cheetah PM Master's Certificate—you may get a promotion out of it and some recognition that you know what you're doing.

PMP Exam Tip #4

As of November 2005, 300 people had taken the new PMP exam. We have heard of a handful of people passing the new exam, but upon closer inspection, they were accidentally given the old exam. PMI has told us they waiting until 800 to 1000 people take the exam to analyze if there is a problem. Review the expected monetary value analysis to see how pursuing a PMP now will impact your career. Be proactive, be smart, and get a head start. Get the credential that is more potent than the PMP for your PM career trajectory - prove you are a master project manager with the Cheetah Project Management Master's Certificate.

What's my risk with taking the PMP exam as opposed to the Master's Certificate?

There are two basic risk events associated with pursuing the PMP: Passing the PMP exam and failing the PMP exam. With the present pass rate, you stand to lose over \$10,000.

There are two risk events with taking the Cheetah's Project Management Master's Certificate program: Finishing the program and getting a competency verification number

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you can use to prove you successfully completed the program or not finishing the program but still getting the raise or promotion because people noticed you were more effective. With the Master's Certificate you'll be at least \$4,000 ahead even if you don't finish the program and you'll be over \$5,000 ahead if you do.

PMP Exam

Risk Event	Probability of Occurring	Impact \$	Expected Monetary Value (probability x Impact)
Pass the Test	2% (present pass rate)	+\$10,000 (typical pay raise)	+\$200
Fail the Test	98% (present fail rate)	-\$275 (cost to retake the exam)	-\$1075
Study for Test	80% (% of people who study this much)	-\$9,000 (180 hours x \$50 per hour)	-\$7,200
Take a course	90% (% of people who take a prep course)	-\$2,595 (Average cost people spend on prep material and competitor's programs)	-\$2,335.50
			-\$10,410.50 USD

Obtaining your Master's Certificate

Risk Event	Probability of Occurring	Impact \$	Expected Monetary Value (probability x Impact)
Complete the work	90%	+\$10,000 (typical pay raise)	+\$9000
Cost of the course	Lower than any other program	-\$3940 (cost to retake the course)	-\$3,940
Don't complete the work	10%	+\$10,000 (typical pay raise)	-\$1,000
			+\$4,060

What is the fastest way to improve my career opportunities in Project Management?

It is currently very difficult to pass PMI's PMP exam and PMI is going through a period of adjustment calibrating the new exam. This adjustment period could last several months or it could take a couple of years. That's why we're offering the Cheetah Project Management Master's Certificate to help you quickly improve your career opportunities in project management.

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How does the cost to participate in the Cheetah Project Management Master's Certificate Program compare to other programs?

The cost for the Cheetah Project Management Master's Certificate Program is \$3,940 USD for seven (7) courses. Compare this to:

VENDOR	# OF COURSES	DELIVERY	COST PER CLASS USD
Cheetah	7	On-line	~\$563
ESI (George Washington Masters Cert)	7	Online and classroom	~ \$1,745
University of Wisconsin	6	Classroom	~\$2,000
Boston University	6	Classroom	~\$1,195
University of Phoenix	6	Online	~\$2,790

Who are the Instructors for the Master's Program?

Every instructor in the program holds a Master's degree or more and are PMP certified (they took the old exam). For example one instructor holds a Master's in Education and is presently working on an Executive MBA degree. Another instructor has advanced engineering degrees and is pursuing an Executive MBA-like program at Harvard. Our instructors have been project managers and training project management in various industries for over an average of 15 years. You can count on the Cheetah Master's Certificate instructors to know project management and to guide you as you increase your knowledge and your ability to lead projects.

What Value Do You Bring to Your Organization?

We all have yearly goals and objectives. While becoming PMP certified is a worthwhile goal and is an excellent credential to hold, right now it is essentially unattainable. Additionally, it is a screening process and you increase your value to your organization if you increased your leadership and project management skills—with or without the PMP. You have to promote yourself at work and be recognized for the results you achieve. What you *accomplish* in regard to project work may even get you a pay raise

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and a promotion. Make an informed decision and ask yourself the following questions:

- Am I committed to becoming a leader in my organization by improving the bottom line and bringing significant results to my customers and my company through excellence in project management?
- What is my strategy for career growth? Is it to show in my day-to-day work that I make a difference and have the leadership skills to be promoted and to receive a raise?
- How can I get my career on the fast track? Do I want to study for an exam for several months that is in the process of adjustment and very few people are passing it? Or, do I want to immediately improve my skills by signing up for an online course and take the course work and apply it to my work life?
- What is my timeline for self-promoting? If I start taking online classes, I will start increasing my skill set immediately and start self-promoting myself in the near-term.

It's up to you to decide where your career will go and how quickly. We also guarantee your learning. If you can't lead a project when you complete this program, we'll refund your full course fee. No one else provides that guarantee!

Cheetah Project Management Master's Certificate

Put Your Career on a Trajectory Beyond the PMP

Be Smart, Get a Head Start

I'm interested. How can I register?

You can register at our website, www.cheetahlearning.com or contact our registration hotline—888-659-2013.

We're Looking forward to hearing from you!

Cheetah Project Management Master's Certificate Team