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Printed in the United States of America First Printing ISBN 978-1-943704-18-7 Library of Congress Control Number: 2019951535 Tricks of the Trade and PM FASTrack are registered trademarks of RMC Project Management, Inc. Rita's Process Game, RMC Learning Solutions, and RMC Publications, Inc. are trademarks of RMC Project Management, Inc. 'Ibis publication contains material from A Guide to the Project Management Body of Knowledge (PMBOK" Guide)-Sixth Edition, which is copyright 2017. 'Utis publication has been developed and reproduced with the permission of PMI. Unauthorized reproduction of this material is strictly prohibited. 1 his publication uses the following terms trademarked by the Project Management Institute, Inc.: Project ManagementProfessional (PMP)•, A Guide to the Project Management Body of Knowledge (PMBOK° Guide), Certified Associate in Project Management (CAPM)•, and Organizational Project Management Maturity Model (OPM3) '". IIBA'" and the IIBA'" logo are registered trademarks owned by International Institute of Business Analysis. :• RM C PUBLICATIONS Phone: 952.846.4484 Fax: 952.846 Fax: 952. Rita Mulcahy. Her vision made RMC the company it is today. She had a profound influence on so many people-her readers, her students, and, not least, her employees. May we all apply what we learned from her and embody her passion for improving our organizations, our communities, and our world through effective project management. iii © 2020 RMC Publications, Inc.<sup>11</sup> • 952.846.4484 • [email protected] • www.rmcls.com Contents Acknowledgments ix History of This Book xi Introduction to the Trade<sup>®</sup> for Studying for This Exam Qualifying to Take the Exam Are You Ready for the PMP Exam? Applying to Take the Exam How to Use 1 his Book Other Materials to Use to Study for the PMP Exam W hat Is the PMP Exam Recurring Themes-PMI-isms to Know for the P Chapter 3 Processes and Domains The Project Life Cycle Project Management Process Groups Project Management Plan Direct and Manage Project Work Monitor and Control Project Work Perform Integrated Change Control Close Project or Phase xiii 1 1 2 3 4 8 9 13 16 21 21 26 35 39 45 57 57 58 83 87 88 99 101 105 111 114 116 121 V © 2020 RMC Publications, Inc.<sup>™</sup> • 952.846.4484 • info @rmcls.com Contents Chapter 5 Scope 135 Scope Management Fundamentals Scope Management Planning Requirements Gathering Define Scope Decomposition Validate and Control Scope 136 138 139 148 150 156 Schedule Project Schedule Project Schedule Control the Project Schedule Chapter 7 Cost Plan and Estimate Project Costs Manage Costs Chapter 8 Quality Plan Qy.ality Management Manage Quality Control Qy.ality Management Tools and Techniques Used in Quality Management Putting It All Together Chapter 9 Resources Estimate Resource Requirements Acquire and Release Resources Develop Team Manage Team Control Resources Chapter 1 O Communications The Foundation of Communications Planning Effective Communications, Inc. = • 952.846.4484 • [email protected] • www.rmcls.com 170 171 176 187 207 223 224 229 253 260 262 263 278 281 295 307 309 313 321 333 347 348 354 357 360 Contents Chapter 11 Risk Introduction to Risk Management Implement Risk Responses Monitor Risk 371 372 392 393 Procurement 413 Procurement 413 Procurement 413 Procurement 413 Procurement 413 Procurement 414 440 444 Chapter 13 Stakeholders 467 Plan Procurements Stakeholder Involvement in Projects Stakeholder Analysis Plan Stakeholder Engagement Chapter 14 Tips for Passing the PMP Exam the First Time Putting It All Together 469 471 475 480 482 491 Before You Take the Exam 491 496 498 499 Common Project Management Errors and Pitfalls 502 Understanding Inputs and Outputs Formulas to Know for the Exam Tricks for Taking and Passing the PMP Exam A Day-in-the-Life 500 Endnotes 507 Index 523 vii © 2020 RMC Publications, Inc." • 952.846.4484 • [email protected] • www.rmcls.com • Acknowledgments Thefollowing people made invaluable contributions to this book: Subject Matter Experts Mike Griffiths) PMI-ACPJ PMPJ CSM Margo Kirwin) CPLP, PMP) PMI-ACPJ PMI-PBA Project Manager/Content Editor Levi Satterlee Tori Turnquist Copy Editor/Production Editor Patti Frazee) PMP Content Reviewers/Contributors SonjaAlmlieJ PMPJ CCBAJ PMI-ACP, CSM Barbara A. CarkenordJ CBAPJ PMPJ PMI-PBAJ PMI-ACP, MBA Cheryl Carstens, CAPMJ PMP Patricia Henao, PMP, CPFJ CSM Ursula Kusay, PMP, PMI-ACP, SCPM Additional Contributors Jason Craft TimMulcahy M ary Pat Shaffer ix © 2020 RMC Publications, Inc." • 952.846.4484 • [email protected] • www.rmcls.com History of This Book The first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and at the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was published in 1998, and the time, it was the first edition of Rita Mulcahy's PMP• Exam Prep was publicated to PMP• Exam Prep was publica lack of quality PMP preparation materials available to her and her colleagues. So, combining her knowledge of accelerated learning with her extensive project management experience, Rita wrote the first draft of PMP. Exam Prep. Since then, the popularity of the book has grown immensely, through ten wildly successful editions. Today, the book is by far the best-selling PMP exam preparation guide in the world, with thousands of copies in circulation. Tragically, Rita passed away on May 15, 2010. RMC continues her mission today with the tenth edition of the PMP. Exam Prep book, and with a growing line of other project-management-related courses and products that promote her vision of improving the world through effective project management. PMP• Exam Prep and its related products are used as study tools by many project managers across the globe, and in hundreds of classroom-based prep classes at universities, training companies, and corporations. XI © 2020 RMC Publications, Inc.'" • 952.846.4484 • [email protected] • www.rmcls.com Free Updates 'lhe purchase of this book includes access to updates regarding the PMP exam, as well as additional tricks, tips, and information at rmels. com. Have this book with you when you go to the website as you'll need to verify your product purchase. We Need You to Help Us Stop Copyright Infringement As the publisher of the best-selling PMP exam prep book on the market, RMC is also, unfortunately, the most illegally and with our permission to teach PMP exam preparation. However, from time to time, we are made aware of others who copy our exam questions, Tricks of the Trade", and other content illegally and use them for their own financial gain. If you recognize any of RMC's proprietary content being used in other PMP exam prep materials or courses, please notify us at copyright(@nncls.com. Please also contact us for clarification on how to use our materials in your class or study group without violating any laws. Contact Us We love to hear your feedback. Is there anything in this book that you wish was expanded? Is there anything not covered that you think should be here? We would love to hear from you. Send us an email at info(@rmds.com. xii © 2020 RMC Publications, Inc." • 952.846.4484 • [email protected] • www.rmcls.com Introduction to the Tenth Edition Welcome to the tenth edition of this book. RMC has come far since the publication of the first edition back in 1998, as has the project management profession. Back when the first edition was published, most project managers were in the United States. Now there are more international project managers than ever before. As a result of this industry growth, RM C's best-selling materials are now sold all over the world. Project managers than ever before. and techniques that were added within the last couple of years, there are now just as many adaptive approaches to project management as there are predictive. The general methodologies and overall practices of project management have changed dramatically, which has increased the size of a project management as there are predictive. The general methodologies and overall practices of project management have changed dramatically, which has increased the size of a project management as there are predictive. in changes to the exam. There is more to learn today than ever. This increased complexity is reflected in the tenth edition of our best-selling PMP Exam Prep book. First, and one of the more significant changes, is the introduction of three new domains within which project management exists: People (Domain I), Process (Domain II), and Business Environment (Domain III). What does this mean for the process groups of initiating, planning, executing, monitoring and controlling, and closing? That's a great question, and we have you covered. Our new and improved chapter three, now titled "Processes and Domains," addresses both the process groups as well as each of the three domains in a clear and easy-to-read format that will prepare you to not only understand the groups and domains, but will give you all of the knowledgement of the importance of PMI's Examination Content Outline (ECO). It is now more important than ever to read and understand the ECO as it covers the domains and introduces adaptive approaches to project management and the PMP exam. Throughout each chapter of the tenth edition of this book, we've included agile terms and concepts. You may see these terms and concepts on the exam, but you also need to know them to become a more adaptive project manager. W hile these are significant changes, important aspects of our book remain the same. First, and most importantly, is the conversational tone of the book. The tenth edition maintains its down-to-earth conversational style-explaining things simply and clearly. Students say that when they read this book, it feels like Rita is talking to them. In many ways, she still is. Another thing that remains the same is our continued commitment to helping our students not only pass the exam but also become better project managers. That is what the book, and, in fact, our company, is all about. As you read this book, know that our plan is not to have you memorize a bunch of rules and formulas just to pass the exam and then promptly forget them. For one thing, given the situational nature of most questions on the exam these days, we believe that such an approach would be unsuccessful. For another, it's not what we're about. This book is not just a prep guide-it's a learning tool. If you master the contents of our book, you will pass the exam, but it's more than that. After you learn what we have to teach, you'll be a better project manager. At the end of the day, that's what the world needs. Still, our goal with this book to go out the door without acknowledging the efforts of the team at RMC that made this happen. In particular, I'd like to thank Mike Griffiths, Margo Kirwin, Levi Satterlee, and Tori Turnquist for their dedication and hard work on this edition. xiii © 2020 RMC Publications, Inc.'M • 952.846.4484 • [email protected] • www.rmcls.com Margo served as our leading subject matter expert. In addition to being an outstanding trainer, Margo has an extensive background in instructional design, which she brought to the development of this edition. She is also a talented writer who was able to maintain the conversational tone and feel of the book while working hard to explain all the elements of project management in a clear and easy-to-read way. Mike Griffiths was also an important subject matter expert for this edition. Mike has a broad background in agile and is the author of RMC's PMI-ACP Exam Prep book, the best- selling resource for passing the PMI-ACP exam. Mike was able to work and collaborate directly with the project team to ensure our new content specific to agile would not only meet the needs of our students but properly prepare someone to pass the new PMP exam on their first try. Needless to say, Mike was a vital resource in creating this book and we couldn't have done it without him. Finally, there is Tori, who served as the project manager and content editor for this update. In addition to being a fantastic writer, Tori brought an incomparable set of skills that allowed her to help develop and edit content with our subject matter experts while also managing the constantly moving pieces of the project. Without her, this book would not have fun. W hat are you waiting for? Go get 'em. Tim Mulcahy President and CEO RMC Learning Solutions and RMC Publications, Inc." • 952.846.4484 • inf [email protected] • www.rmcls.com Tri c ks of th e Trad e ® for Stu dy in g for Th is Exa m 0 N E Preparing to take the PMP exam is a journey. If you let it, this journey can help you grow your career and develop your skills and abilities. This isn't just about passing an exam-you can and will become a better project manager. This opportunity to learn is one of the best reasons to get your PMP certification. To pass the PMP exam, you cannot simply cram a lot of information into your brain and try to retain it just long enough to get through the test. You need to truly understand the process of project management and what value that process can bring to your projects. The PMP exam is designed to prove your knowledge and experience in applying the art and science of project management. In addition to the learning opportunity, there can also be financial incentives for passing the exam. A salary survey conducted by the Project Management Institute (PMI®) found that PMP-certified project managers, across all countries surveyed, are paid on average 25 percent more than those without the certification. RMC has had students who received a bonus, a raise, or both when they passed the exam. Others have reported they were offered a job when hundreds of other qualified candidates had applied, simply because they were PMP certified. Having a PMP certification can be the reason you get a job, keep your job, or are promoted. Qualifying to Take the Exam = 11--.s3E!Imm1Maa To take the PMP exam, you must meet the requirements outlined by PMI. The current requirements are summarized in the following table. Requirements are subject to change, so make sure you review the requirements at pmi.org. A four-year degree (or global equivalent) Five years leading projects 35 hours of project management education/training or CAPM® certification Keep in mind that just because you qualify on paper to take the exam doesn't mean you' ll pass it. You must know project management and have experience applying it-this includes both managing and leading. Consider taking PMI's CAPM® exam if you don't meet the requirements listed in the previous table. You can find the requirements for the CAPM® exam at pmi.org. 1 © 2020 RMC Publications, Inc.'" • 952.846.4484 • [email protected] • www. rmcls.com Tricks of the Trade® for Studying for This Exam ---======:::=-;=====::::::1 Are You Ready for the PMP Exam? In RMC's experience, half of those who fail the exam do so because they have not had project management training that uses PMI terminology and concepts. This is a serious factor to consider in determining whether you are ready to take the exam. Understanding PMI's approach to managing projects is not as simple as reading the PMBOK• Guide. Although reading the PMBOK• Guide will help you improve your knowledge, it will not teach you project management. The PMP• Exam Prep book will explain the project management process and help you understand it from PMI's perspective; however, if you find that many of the concepts and terms presented in this book are new to you-or you do not use important tools discussed in this book (such as a charter, WBS or prioritized backlog, network diagram, and management plans) you probably need fundamental project management training before continuing to study. and do not understand the breadth of possible project types. Instead, they may be managing small projects; some might not even be working as a project manager. On the exam, it is helpful to answer questions from the perspective of a project manager who is managing large projects, unless a question scenario tells you otherwise. Therefore, the more experience you have with large projects, the better prepared you will be for the exam. The following are examples of large projects: • • • Designing a new manufacturing process (versus customizing a standard product for a customer) Installing integrated software across a company (versus installing software system updates) Designing and constructing a new building (versus repainting of project management? Do you routinely experience two or more of the following problems on projects? If so, you may benefit from learning more about project management prior to taking the exam. • • • • • Cost or schedule overruns Unrealistic schedules Excessive changes to the scope or schedule Communication problems and increased conflict Running out of time near the end of the project Unsatisfactory quality • Low morale • Team member uncertainty about what needs to be done • Excessive rework and overtime • Too many project meetings Now think about your project management experience, particularly your experience, particularly your experience working on large projects. Review the following list of topics. Do you understand these topics, and do you currently apply the tools and techniques included in this list when working on your projects? • The step-by-step project management process, including understanding why each step is necessary • The roles of the project charter is and knowing what it requires • W hat a work breakdown structure (WBS) is and how to create it 2 © 2020 RMC Publications, Inc." • 952. 846 .4484 • [email protected] • www.rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam • W hat a prioritized risk-adjusted backlog is and how to use it • How to manually create a network diagram • W hat the critical path is, how to find it, and what benefits it provides the project manager • Rough order of magnitude (ROM) versus three-point estimating or estimating and fast tracking) Managing float How to create a realistic schedule Managing the quality of both the project and the resulting product(s) or deliverables Developing relationships with stakeholders, and keeping them interested and involved in the project W hat is included in the project management Clauding reserves and understanding their relationships with stakeholders, and keeping them interested and involved in the project W hat is included in the project W hat is included in the project we have a state of the project we ha that you are willing to be held accountable to achieving Monitoring and controlling the project according to the project management plan Managing change Planning and developing iteratively and incrementally for change-driven projects. manager when managing a project W hen working on projects, a project manager doesn't have time for ineffective project manager spends too much time solving problems rather than preventing them, or micromanaging instead of making sure roles and responsibilities are clear. W hen preparing for the exam, think about the concepts presented in this book (and those you've learned through your training) in terms of what a project should be doing. This will help you identify gaps between your own project should be doing. better prepare you to answer questions on the exam. Application to PMI to take the exam. Application to PMI to take the exam. Application has been accepted; you will then be prompted to pay for your exam appointment. Once payment is received, you'll receive an email authorizing you to make an appointment to take the exam. You must pass the exam within one year. You can take the exam up to three times , you must wait one year to reapply for the exam. You may be subject to an audit of your application before it is approved. The exam is usually offered on a computer at a designated testing site, but this may vary based on location. It's important to understand that there are specific rules and instructions for each type of exam. In most cases, the confirmation of your scheduled exam will give you specific details. Visit pmi.org for the most accurate and up-to-date information, Inc.'" • 952.846.4484 • [email protected] rmcls.com 3 Tricks of the Trade® for Studying for This Exam 0 N E How to Use This Book Be Sure You Have Current Materials for the Exam Before using this book, make sure it's the correct edition. RMC products are updated to give you the most current information available, and take into account the latest changes to the exam. to pass the exam. This edition of the PMP ® Exam Prep book is in alignment with the PMBOK® Guide, Sixth Edition that was published September 31, 2020. This edition also reflects the information in the Examination Content Outline (ECO) datedJune 2019. How This Book Is Organized Most of the chapters in this book have been organized the same way: an introductory discussion, a list of Quicktest topics (generally listed in order of importance), review materials, and a practice exam. All page references in this book refer to the PMBOK• Guide, Sixth Edition, unless otherwise stated. This PMP ® Exam Prep book can be used alone, but it is also part ofour PMP Exam Prep System that includes our PM FASTrack<sup>®</sup> Cloud exam simulator as well as our Hot Topics flashcards. Introductory discussion provides an overview of the chapter and key information for understanding the material covered in the chapter. Chapters 4 through 13 include tables that outline project management processes and tasks. For the exam, you will need to understand the project management processes in the PMBOK® Guide, the domains and tasks in the ECO, and be able to relate them to one another. order of importance. To test your knowledge of chapter content and to review what is most important, refer back to this list when you are finished with each chapter. Rita's Process Chart<sup>™</sup> will help you understand the process of managing a project. It is a key trick for passing the exam with less study. You will see this chart and its explanation in chapter 3, "Processes and Domains:• Use the chart to understand how the different knowledge areas relate to the efforts involved in the project management process. Review Materials and Exercises This book contains extensive review materials and exercises and Domains:• Use the chart to understand how the different knowledge areas relate to the efforts involved in the project management process. accelerated learning theory and an under standing of the difficult topics on the exam. Make sure you do the exercises rather than jumping right to the answers. Do not skip the exercises, even if their value does not seem evident to you. The exercises and activities are key benefits of this book and will help you pass the exam. The answers are listed immediately following the exercises. We have found that it is most effective to place the answers right after the exercises rather than later in the book. Your Exercise Notebook will serve as an answer log for all of the exercises included in this book. We have numbered each exercise and encourage you to record these numbers in your Exercise Notebook. Use this tool to keep track of any gaps in your Notebook for any incorrect answers and retry an exercise. Tricks of the Trade• (a registered trademark of RMC). These tricks are designated by the image shown here to the left and will give you some extra insight about what you need to know about project management and how to study for the exam. 4 © 2020 RMC Publications, Inc." • 952.846.4484 • in [email protected] • www.rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam Our method of helping you prepare for the exam does not focus on rote memorization, but on understanding project management. The few things you should memorize are designated by this image. Practice Exam The practice exam at the end of chapters 2 through 13 allow you to review the material and test your understanding. Refer to the "How to Study for the PMP Exam" section on page 13 to understand how and when to use these practice exams. The practice exams. The practice exams as part of your study plan. On the following pages, you will find a score sheet to use as you take the practice exams. the exam. Keep in mind that you cannot simply practice answering questions to prepare for the exam. The questions in this book help you assess your knowledge and become familiar with the types of questions on the exam. The questions in this book help you assess your knowledge and become familiar with the types of questions on the exam. The questions on the exam to focus your study efforts on reading this book help you assess your knowledge and become familiar with the types of questions to prepare for the exam. project management knowledge. Endnotes Throughout this book, you will see superscripted note references when many project manage ment terms or concepts and are explained in the back of this book. Historical origin is not tested on the exam. These notes are provided for your interest and reference. For some, understanding the development of a concept helps them remember it better. For others, such information is a distraction. If you find these notes distracting, simply focus your study efforts on the primary content of this book. Resource Page While not directly included in this book, the PMP Exam Prep Resource Page at rmcls.com/extras serves as a location for additional information that will be helpful when studying for the exam. Be sure to frequently review the materials included on this page as it will help solidify your overall understanding of project management. Using This Book with PM FASTrack® Cloud Exam Simulator This book may be used on its own or in conjunction with the PM FASTrack• Cloud exam simulator. For information about using PM FASTrack• in conjunction with this book, see Plan A under the "How to Study for the PMP Exam" section on page 13 . For a free exam simulator demo, visit exams.rmcls.com. PLEASE NOTE: RMC does not currently offer PM FASTrack9 via amazon.com, auction sites, or e-commerce sites other than its own (rmcls.com}. PM FASTrack9 is an extremely valuable study tool, and it has been copied and sold by unscrupulous third parties. These pirated versions do not work and will not be supported or refunded by RMC for any reason. To purchase a subscription to the exam simulator that complements this book, visit rmcls.com. © 2020 RMC Publications, Inc.<sup>™</sup> • 952.846.4484 • [email protected] • www. rmcls.com 5 Tricks of the Trade® for Studying for This Exam 0 N E Score Sheet to test your understanding. Make a copy of it or make a similar chart in your Exercise Notebook for each chapter's practice exam (NOTE: If you are using RMC's PMP Exam Prep System, please see the study plan on page 13.) Question First Number Time 1 Why l Gotthe Question Wrong 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 12 4 25 26 27 28 l 6 © 2020 RMC Publications, Inc.'' • 952.846.4484 • • 100 2020 RMC Publications, Inc.'' • 952.846.4484 [email protected] • www.rmcls.com o Question First Number Time 29 N E Tricks of the Trade® for Studying for This Exam Why I Got the Question Wrong 30 31 32 33 34 35 36 37 38 39 Total Score Rrst lime Second Why I Got the Trade® for Studying for This Exam Why I Got the Trade® for Studying for This Exam Why I Got the Question Wrong Second Why I Got the Trade® for Studying for This Exam Why I Got the Studying for This Exam W • 952.846.4484 • [email protected] .com • www.rmcls.com Tricks of the Trade<sup>®</sup> for Studying for Thi s Exam -... -==--, Other Materials to Use to Study for the PMP Exam You can use this book as a stand-alone prep tool or combine it with the following products for a comprehensive exam prep experience. Do not risk overstudying or confusing yourself by using other prep books or products beyond the following resources. Rita Mulcahy's<sup>™</sup> PM FASTrack® Cloud exam simulator offers over 1,600 questions-including tricky situational questions with more than one "right" answer. Other than this book, PM FASTrack® Cloud exam simulator offers over 1,600 questions-including tricky situational questions with more than one "right" answer. tool for passing the exam. The online subscription allows you to create sample exams by knowledge area, process group, keyword, PMP simulation, and even super PMP simulation. It also saves you a huge amount of time by automatically scoring and keeping records of exams, and it includes comprehensive grading and reporting capabilities. All questions are cross-referenced with this book or the PMBOK Guide, making it easy to go back to the topics on which you need more studying. =- Rita Mulcahy's<sup>1</sup> Hot Topics (Hard Copy or Digital Format) Aie you looking for a way to prepare for the PMP exam that fits into your busy schedule? Now you can study at the office on a plane, or even on a mobile devicewith RMC's portable and extremely valuable for study as you drive, fly, or take your study routine. PMP® and concepts are now available for study as you drive, fly, or take your study routine. Exam Prep elearning Course This self-directed eLearning course for the PMP exam offers bite-size, mobile friendly, interactive lessons, hundreds of audio clips, dozens of exercises and games, digital Hot Topics flashcards, unlimited timed and scored practice exams with the PM FASTrac exam simulator, and all 35 contact hours necessary to apply to sit for the PMP exam. It also includes a comprehensive document library along with a digital copy of this exam prep book. Instructor-Led PMP® Exam Prep Courses For those who learn more easily in a person-to-person interactive environment, RMC regularly schedules a variety of instructor-led exam prep classes as well as live virtual courses. All courses were originally designed by Rita Mulcahy to prepare you for the PMP exam in a fun and effective way-with minimal studying after class. For more information or to find a class near you, go to rmcls.com. PMI Materials The PMBOK\* Guide, Sixth Edition (2017), is the international standard for project management from PMI. Use this in conjuntion with PMI's Agile Practice Guide (2017) and Examination Con.tent Outline (2021). 8 © 2020 RMC Publications , Inc.'" • 952.846.4484 • [email protected] • www.rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam What Is the PMP Exam Like? Keep in mind three important things about the PMP exam. First, the exam is not a test of the information in the PMBOK• Guide. Second, you cannot rely only on real-world experience. Third, training in professional project management that is aligned with the PMBOK• Guide and the Examination Content Outline is critical. The exam must be completed in four hours. Twenty-five (25) of the 200 exam questions are experimental questions, meaning they are not included in your score for the exam. You will not know which ones are which. The exam questions are included by PMI to validate questions for future inclusion in their master database. Your score will be calculated based on your response to the remaining 17 5 questions. PMI does not publish what it considers to be a passing score. Based on the exam history, however, we estimate that it is somewhere between 65 and 69 percent (about 114 to 121 questions correct out of 175). The questions are randomly generated from a database. The questions may jump from topic to topic, and a single question may integrate multiple concepts. You get one point for each correct answer. The following table shows the percentage of scored questions on the exam. Examination Content Outline (ECO) Domains People Process Business Environment Percentage of Questions 42% 50% TOTAL 8%- -- 100% Chapter 3 contains more detail on ECO domains. PMI occasionally makes changes to aspects of the exam, including the qualification process, the passing score, and the breakdown of questions in each domain. For the latest information, please visit pmi.org and read your authorization notice carefully. Any differences between what is listed here and what is communicated by PMI should be resolved in favor of PMI's information. The following diagram indicates the topics tested on the exam along with their level of difficulty. For many people, the most difficult areas are project management processes, procurement risk, quality, and integration. 9 © 2020 RMC Publications, Inc.<sup>11</sup> • 952.846.4484 • [email protected] • www.rmcl s.com Tricks of the Trade® for Studying for This Exam Topics Processes and domains Procurement Risk Quality Integration Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Communications • • • • 0 N E Level of Difficulty Moreation Schedule Cost Framework Scope Resource Stakeholder Scope Resource Stakeholder Scope Resource Stakeholder Scope Resource Stakeholder Scope Re difficult Less difficult The following are important aspects of the exam more than a test knowledge, application, and analysis. This makes the exam more than a test of memory. You must know how to apply the information in this book and be able to analyze situations involving this information. Do not expect the exam to have all straightforward, definition-type questions. The exam deals with practical experience. The majority of the questions are situational. For those who do not have project management experience, these questions can be extremely difficult. There may be instances on the exam questions are situational. requiring you to identify inputs or outputs from the PMBOK" Guide. To answer these questions correctly you need to know not just the inputs feed into and the outputs result .from the processes. Expect S to 10 formula-related calculations on the exam. • Expect 10 to 15 earned-value questions on the exam. Not all of these require calculations using the formulas. • Most acronyms will be spelled out (for example, the exam typically uses the full term. Note that this is especially true of acronyms you'll see for formulas, such as CPI, SPI, CV, SV, etc. • The correct answers should not include direct quotations from the PMBOK'" Guide. • Most people feel uncertain about only 40 or fewer of the 200 questions on the exam. The questions on the exam are mostly situational, many are ambiguous and wordy, and some even see.m like they have two or more right answers. Be prepared for the following types of questions so you will not waste time or be caught off guard when you are taking the exam. 1. Situational questions require you to integrate your real-wold experience is critical to passing this exam. and your knowledge of the exam concepts. For example: 10 © 2020 RMC Publications, I nc.<sup>™</sup> • 952.846.4484 • i [email protected] • www.rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam Question You receive notification that a major item you are purchasing for a project will be delayed. W hat is the best thing to do? Answer A. B. C. D. D Replan your project to accommodate this delay. Notify your manager. Let the customer know about it, and talk over options. Meet with the team, and identify alternatives. 2. Questions with two or more right answers Questions that appear to have two, three, or even four right answers are a major complaint from many test takers. Many questions that appear to have two about it, and talk over options. will list several choices that could reasonably be done, or that less-experienced project managers would be likely to choose. As you go through questions you think multiple choices are correct. We have intentionally included such questions in our products to give you exposure to the types of questions you will see on the exam; we provide explanations to help you understand why your right answer is D, but isn't it also correct to tell the customer? Yes, but that is not the first thing to do. This question is really saying, "What is the best thing to do next?" As you answer practice questions, keep in mind the concept of the "best thing to do next?" As you answer practice questions, keep in mind the concept of the "best thing to do next?" As you answer practice questions, keep in mind the concept of the "best thing to do next" to help you decide which answer identifies the next step in proper project management. 3. Questions with extraneous information It is important to realize that not all information included in a question will be relevant. For example, the numbers in the following question are extraneous data. Question are extraneous data. Question extraneous data. Question are extraneous data. This case illustrates: Answer A. B. C. D. D Learning cycle Law of diminishing returns 80/20 rule Parametric cost estimating 4. Questions using made-up terms used as choices should mean something. But that's not the case. The exam often includes made-up terms. If you consider yourself well trained and see a term on the exam that you do not know, chances are it is not the right answer. For example: Question The ongoing definition of a project as more information becomes available to the team is called: Answer A. B. C. D. C Scope validation Strategic planning Progressive elaboration Quantitative elaboration In this question, "quantitative elaboration" (choice D) is not a real project management term. © 2020 RMC Publications, Inc.'" • 952.846.4484 • [email protected] • www.rmcls.com 11 Tricks of the Trade® for Studying for This Exam 0 N E 5. Questions where understanding is important Let's look at the following question: Question The process of decomposing deliverables into smaller, more manageable components is complete when: A. Project justification has been established. B. Change requests have occurred. C. Cost estimates can be developed for each work element. D. Each work element is found in the WBS dictionary. Answer C In order to answer this question, you must understand the terms used, including the concept of decomposition and what value this technique has in the project management process. 6. Questions with a new approach to a known topic There will be many instances where you under stand the topic but have never thought about it as described. For example: Question In a matrix organization, information dissemination is most likely to be effective when: A. Information flows both horizontally and vertically. B. The communication flows are kept simple. C. There is an inherent logic in the type of matrix chosen. D. Project managers and functional managers and funct this organizational structure affects the directions in which information is shared. 7. Questions with more than one item in each choice Let's look at the following example: Question that the seller on the project has presented the project has presented the project has presented the project has been damaged by the buyer's activities. The seller claims that the buyer's slow response to requested approvals has delayed the project and has caused the seller unexpected expense. The first things the project and has caused the seller unexpected expense. The first things the project manager should do are: A. Collect all relevant data, send the company attorney, and consult with the attorney about legal actions. B. Review the contract for specific agreed-upon terms that relate to the issue, see if there is a clear response, and consult an attorney if needed. C. Review the procurement statement of work for requirements, send a receipt of claim response, and meet to resolve the issue without resorting to legal action if possible. D. Hold a meeting with the team to review why the acceptances have been late, make a list of the specific reasons, and correct those reasons. Answer B These questions can seem hard until you apply this little trick: use the process of eliminate any eliminate any eliminate any eliminate and eliminate any eliminate and eliminate any eliminate any eliminate and eliminate any eliminate and eliminate any elim implausible choices. Keep going until you have only one choice remaining. 12 © 2020 RMC Publications, Inc." • 952.846.4484 • [email protected] • www. rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam Watch out; sometimes the items in each choice show a flow or process. See the following example: Question W hen managing a project, which of the following is the best order to deal with problems that arise? A. B. C. D. Answer D Go to the customer, go to management, go to the customer, go to management, go to resource management, go to resource management, go to resource management, go to resource management, go to management, go to resource management, go to management, go to the customer Handle it yourself, go to management, go to ma managers, go to the customer In this case, you need to look at each choice independently to see if the process listed is correct. 8. Excessively wordy questions Instead of saying, "The project float was zero and has recently gone to negative 2:' Instead of saying, "The team is not reporting properly," the exam could say, "The team has lost sight of the communications management plan:' The first step in answering many questions is to determine what the question is asking, and then to translate the wordy phrasing. How to Study for the PMP Exam Some people believe you need to read every resource available and spend as much time as possible preparing for the PMP exam. Do not make that mistake. You should not read everything you can find, as some resources are not well defined. We recommend the approach outlined in the following sections. The Magic Three Studies have shown that if you visit a topic three times, you are more likely to remember it. Therefore, you should read this book once and then skim through it two more times, focusing most on the activities you do not do in the real world and on the concepts you have trouble understanding or remembering. You should pass through a chapter for the second time, focus on filling the gaps you discovered during your first time reading it rather than recreating the complete list for each exercise. Be in Test-Taking Mode Get used to jumping from one topic to another. You'll also need to practice answering questions. Then take all practice exams in one sitting (see step 4 in plan B on page 15). Do not underestimate the physical, mental, and emotional aspects oftaking an exam simulator. Your Step-by-Step Study Plan We recommend that you use one of the following study plans. Follow Plan A if you own RM C's complete PMP Exam Prep System. Follow Plan B if you do not own the entire system. 13 © 2020 RMC Publications, Inc." • 952. 846. 4484 • i [email protected] • www.rmcl s.com Tricks of the Trade® for Studying for This Exam Plan A: Using This Book with the PMP Exam Prep book, PM FASTrack® Cloud Exam Simulator, and Hot Topics Flashcards) One common mistake made by people who purchase the PMP Exam Prep System is to spend most of theu- study time answering questions in PM FASTrack. This approach won't work. As we mentioned earlier, focus your efforts on reading this book, completing the exercises and review activities and filling the gaps in your experience. Use the following steps to study this book in conjunction with PM FASTrack and Hot Topics: Read this book for the first time and complete the exercises, but don't do the practice exams at the end of each chapter because you will use FASTrack. in your .knowledge or experience, and oo items you did not know or: do prior to beginning this course of study. Refer to Rita's Process Chart<sup>™</sup> (included in chapter 3 of this book) frequently, and be sure you understand all the efforts involved in the knowledge areas you are working on. At the same time, skim through the corresponding chapter in the PMBOK @ Guide to get an understanding of the chapter. 2. 1f possible, form a study group after you have read the book for the first time on your own. Your study time will be more effective. You will be able to ask someone questions, and the studying (and celebratin g afterward) will be more fun. A study group should consist of only three or four people. (See "How to Use This Book in a Study Group" on page 16.) 3. Skim through this book again. 4. Make sure you really know the material, and then take a full exam simulation on PM FASTrack®. This step will give you a baseline against which to track your progress as you continue to study. WARNING: Limit yourself to no more than two full exam simulations before you take the actual exam. Otherwise, you diminish the value of PM FASTrack® by memorizing questions and answers that will not be presented in the same way on the exam. WARNING: If you do not score over 70 percent the first time you take a full exam simulation (not just an exam on an individual knowledge area or ECO domain), you may need a refresher in core project management concepts. If you have taken a basic project management class, review the materials you received from that class. If you have not had such a class, consider taking one. 5. Review each question you got wrong in PM FASTrack<sup>®</sup>, writing down the specific reasons for each wrong answer. Assess why the correct choice is correct and why the other answers are wrong. 6. Use your list of why you got each question wrong (from step 5) to determine what to study further. This will help you detenn ine how much more study time you need and which chapters to read more carefully. Continue to study this book, focusing on areas in which you did well. Correct errors in your understanding Review the PMBOK® Guide to focus on these gaps. And remember, think large project and how proper project management should be done, regardless of how you manage your proj ects in the real world. 7. If you had difficulty with certain knowledge areas, domains, or concepts, and you have studied your gap areas, you may want to answer a small sample of questions (no more than 20) using the Knowledge Area, Domain, or Keyword function in PM FASTrack®. Analyze why you answered any questions, Inc.'" • 952.846.4484 • [email protected] • www. rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam WARNING: You might be tempted to answer more than 20 questions, but this should be sufficient to help you assess whether you need to study more. Answering more than 20 questions in a particular area can diminish the value of PM FASTrack<sup>®</sup> and will not prepare you for the breadth of the exam experience. 8. Take your second and final PMP simulation exam. You should score over 75 percent before you take the exam exam of the questions repeated. 9. Use the Hot Topics flashcards and other materials to retain the information you have learned until you take the exam 10. PASS T HE EXAM! Plan B: Using This Book As a Stand-Alone 1. Read this book for the first time and complete all exercises, but don't do the practice exams at the end of each chapter. Spend more time on the areas where you have the most gaps in your knowledge or your real-life project management experience, and on items you did not know or did not do prior to beginning this course of study. Refer to Rita's Process Chart<sup>™</sup> (included in chapter 3 of this book) frequently, and be sure you understand all the efforts involved in the knowledge areas you are working on. At the same time, skim through the corresponding chapter in the PMBOK® Guide to get an understanding of the flow of the processes. 2. As you finish each chapter, review the Quicktest terms listed on the first page of the chapter to make sure you know the meaning of each term or concept. 3. If it is at all possible, form a study group after you have read the book for the first time on your own. This will actually make your study time more effective. You will be able to ask someone questions, and the studying (and celebrating afterward) will be more fun. A study group should consist of only three or four people. (See the "How to Use This Book in a Study Group" section on page 16.) 4. Once you feel confident about the material, take the practice exams at the end of each chapter in one sitting. This will give you a baseline to tell you how much you have learned. It will also help you determine how much adgitional study time you need and which chapters to read more carefully. 5. Review each question you got wrong in the chapter practice exams, writing down the specific reasons for each wrong answer on the Score Sheet discussed on page 6. Assess why the correct choice is correct and why the other answers are wrong. Continue to study this book, focusing on the areas in which you did well. Correct any errors in your understanding of the concepts discussed in this book. Review the PMB OK® Guide to focus on these gaps. WARNING: If you do not score 70 percent or higher overall on the chapter practice exams, you may need a refresher in core project management class. If you have not had such a class, consider taking one. You cannot rely on these practice questions alone to prepare you for the exam. 6. Make sure you really know the material, and then retake the practice exams in the book. As with step 5, use the Score Sheet to identify in writing the specific, not general, reason you got each question wrong. 7. Use your list of why you got each question wrong (from step 6) to determine which material to study further, and then study this material. Remember, think large project and how proper projects in the real world. Make sure you are confident you have filled your gaps before taking the exam. 8. PASS T HE EXAM! 15 © 2020 RMC Publications, Inc.'" • 952 . 846.4484 • [email protected]. com • www. rmcls.com Tricks of the Trade® for Studying for This Exam 0 N E How to Use This Book in a Study Group To get started, pick someone who is not comfortable with the chapter, because the presenter often learns and retains the most in the group). Each time you meet, go over questions about topics you do not understand and review the hot topics on the exam using the Hot Topics flashcards, if you have them. Most groups meet for one hour per chapter. Either independently or with your study group do further research on questions you do not understand or answered incorrectly. Each member of the study group should have their own copy of this book, which provides exercises, homework, and even class activities. (Please note that it is a violation of international copyrighted book.) Recurring Themes-PMI-isms to Know for the PMP Exam RMC has been helping people pass the PMP exam and become better project managers for more than 20 years. During that time, we have developed the following list of "PMI-isms" that the exam emphasizes but that many project managers do not know. We suggest you read it now and then remember to reread it before you take the actual exam. Assuming PMI-isms to be true (unless the question evidence says otherwise) will help you pick the best answer from what seems like more than one correct answer. Some of the topics are listed only here, and others are summarized here and described in more detail later in this book. For the exam, assume that you have (or do) all the following and that these concepts are true for your projects. As you review these PMI-isms, think about which ones are true for your projects. If there are any that aren't true for your projects, you may have a gap in your knowledge. It's important to make note of any gaps you may have, and review these gaps as part of your overall study plan. IMPORTANT: PMI represents project management practices along a range of approaches that are predictive, change-driven (agile), and hybrid. As you study these PML-isms, keep in mind that a project managers are the center of the project universe. Without a skilled project manager, a project is destined to fail. With a person educated in the skills of project management, regardless of title, a project management and knows how to adapt them to a large project. For the exam, it's helpful to assume, unless otherwise stated, that the project manager is working on a large project that involves more than 200 people. Project managers have all the power described in the PMBOK. project initiating, not later in the life of the project. The project management (i.e., what to do first, second, etc., and why). Organization's strategic goals. The project management (i.e., what to do first, second, etc., and why). always knows why their project was selected by management, and they make sure those objectives and the business case are met while planning and managing the project. 16 © 2020 RMC Publication s, Inc." • 952.846. 4484 • [email protected] • www.rmcls.com 0 N E Tricks of the Trade® for Studying for This Exam General PMI-isms Team members are motivated, empowered, and engaged, and come prepared with suggestions; they don't require micromanagement from the project manager. The project manager, and controlling scope, schedule, cost, quality, risk, resources, and customer satisfaction. Organizations have a project management office (PMO), and that office has important, clearly defined responsibilities regarding projects across the organization. Organizations have project management policies, which the project management policies, and quality procedures. A project may be part of a program or portfolio, and the project's relationship to other projects could significantly influence how the projects that include what the work packages were, how much each cost, and what risks were uncovered (part of organizational process assets). The project manager uses this history to plan the current project manager feeds historical records and lessons learned from the current project manager (enterprise environmental factors), and one of a project is to provide input to improve those systems. Every project has a project charter, which authorizes the project and the role of the project manager may also use a backlog and story cards. A project management plan is not a bar chart, but rather a series of management plans. The project management plans. The project management plans. The project management plan, manage, and monitor and control a project. Stakeholders are involved throughout the project. Their needs are taken into account while planning the project and creating the communications management plan. People must be compensated for their work and deserve a fair and positive environment in which they can contribute their best work. Agile stakeholders are represented by a product owner as part of the team. Team members can see customer perspectives through the use of personas and other agile tools. Gold plating (adding extra functionality) is not in the best interests of the project and should be prevented. Most project managers manage projects in a matrix environment in which tools and techniques are typically straightforward. However, it's important to know that concepts and tools such as motivation theories and tools such as motivation theories and processes of project management appropriate to the selected approach. 17 © 2020 RMC Publications, Inc.'" • 952.846.4484 • in [email protected] • www. rmcls.com Tricks of the Trade® for Studying for This Exam 0 N E Planning the Project Planning is important, and all projects must be planned. The project manager plans the project with input from the team and stakeholders, not on their own. Part of planning involves deciding which processes in the PMBOK Guide and Agile Practice Guide should be used on each project. The development approach (predictive or agile) should also be determined and documented. There are plans for how the knowledge areas of scope, schedule, cost, quality, resources, communications, risk, procurement, and stakeholder management will be planned, management will be planned, and monitored and controlled. These are called management will be planned, as well as by approach). In an agile environment, a project manager may use guidelines from an appropriate holistic and formalized methodology in use by the performing organization. The project manager determines metrics to be used to measure quality. team members and stakeholders. All roles and responsibilities are clearly documented and assigned to specific individuals on the project. These may include things such as reporting responsibilities, risk management assignments, and meeting attendance, as well as project work. more field but can and will help in other areas where needed. The project manager and team focus extensively on identifying risks. Team members and other stakeholders are assigned risk identification and risk management duties. be finalized without completing risk management. The project can meet the end date(s) and other project constraints and objectives. They then meet with management to resolve any differences before the project work starts. The project manager plans when and how to measure performance against the performance measurement baseline, as documented in the project manager plans when and how to measurements to use to determine how the project is performing while the work is being done. The project management plan is realistic, and everyone believes it can be achieved. The project management plan is realistic, and everyone believes it can be achieved. Work Is Being Done The project is managed to the project management plan, which is realistic and complete at the level of detail supported by the approach. 18 © 2020 RMC Publication s, Inc.'" • 952.846.4484 • [email protected] • www.rmcls.com 0 • E Tricks of the Trade® for Studying for This Exam While the Project Work Is Being Done The project manager is responsible for documenting and sharing knowledge acquired during the project. The project status throughout the life of the project. met. Therefore, the project manager almost always knows if the project can meet the agreed-upon end date(s) and budget. The project for the benefit of the customer. The project manager lets others know they cannot get something for nothing. A change in scope must be evaluated for its impacts to the project's schedule, cost, quality, risk, resources, and customer satisfaction. The project manager has enough data about the project will have the same understanding of what the project is and what could occur during the life of the project. Therefore, the project manager is continually looking to ensure everyone knows what is going on and has appropriate expectations. The project manager spends time on such activities as team building and ensuring high team

performance. The project manager is proactive, and finds problems than on dealing with problems. The project manager spends more time focusing on preventing problems. The project manager spends more time focusing on preventing problems. The project manager spends more time focusing on preventing problems. The project manager spends more time focusing on preventing problems. meeting. Team meetings do not focus on status. That can be collected by other means. All changes to a project management plan flow through the change ensures that organizational policies are followed on the project management plan flow through the change recommends improvements to the performing organization's standards, policies, and processes. Such recommendations are expected and welcomed by management. Quality should be checked before an activity or work package is considered completed. The project manager works closely with the quality department in performing some of the quality activities discussed in the PMBOK\* Guide. The project manager is actively involved with the project manager makes sure all the terms of a contract are met, including those that do not seem important. © 2020 RMC Publications, Inc. " • 952.846. 4484 • [email protected] • www.rmcls.com 19 Tricks of the Trade® for Studying for This Exam 0 N E Closing the Project The project manager archives all project records. No project is complete unless there has been final acceptance from the customer. All projects produce a final report that gives the project team a chance to announce the project shave been met. Which items in this list seem different from the way you manage your projects? Which of these items that aren't true of your projects. Are there any items you need to think about more to make sure you will remember them when you take the exam? Knowing these PMI-isms can make a significant difference. 20 © 2020 RMC Publications, Inc. 11 • 952.846.4484 • [email protected] s.com • www.rmcls.com Framework T W 0 This is a very important chapter Yes, we could say that about every chapter in this book, as they all will add to your understanding of project management. But this chapter is especially important because it provides key terms and concepts you'll need to know to understanding what is presented here will make the rest of your studying easier. Look for gaps in your knowledge as you read on. Fundamental Project Management Concepts The basic knowledge and the key concepts in this chapter will serve as a fougdation for your under standing of project management as a whole, project selection, project roles, and an organization's business environment. Together, these components make up the framework for project management. Definition of a Project Many people call their work a project is assumed to have the following characteristics: • It is a temporary endeavor-with a beginning and an end. • It creates a unique product, service, or result. Does the exam ask, "W hat is a project?" No, but it will describe situations, and in your analysis of those situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, you will need to ask questions such as, "Is this a project?" No, but it will describe situations, and in your analysis of those situations, and in your analysis of those situations are project?" No, but it will describe a project project? QUICKTEST • Definition of a project • Stakeholders • Project management - Predictive - Agile - Hybrid • Project management • Organizational structure - Controlling - Directive • Operational work • Governance • Organizational structure -Expert judgment Meetings Work performance data, information, and reports Project selection - Economic measures Project roles - Project team - Stakeholders - Project manager - Project manager - Project selection - Economic measures Project selection - Economic measures Project selection - Economic measures Project manager - Project manager - Project selection - Economic measures Project manager - Project m change - Transitional change - Environmental change 21 © 2020 RMC Publications, Inc." • 952.846 .4484 • [email protected] • www.rmcl s.com Framework T W 0 Are you reading on before you have thought through the real world. You must first take what you are given and organize the work into appropriate projects and for each project, a life cycle. The projects and for each projects and for each projects and budgets. Can you schedule "fix it" if you do not !mow what is wrong? You can'ti in fact, there may be two or more projects in the previous scenario. The "Processes and Domains" chapter goes into more detail about dividing work into projects and life cycle phases. II In preparing for the exam, be sure your definition of a project as something new to an organization (has not been done before). When taking the exam, you must identify the development approach. You should have a large project in mind if an exam question uses a predictive approach. You should also know that the exam will test your knowledge of agile projects, which may be positively impacted approach. You should also know that the exam will test your knowledge of agile projects, which may be positively impacted approach. by the project 01; the product of the project. They include the project managers, but can also include individuals and groups you may not have thought about before, such as the project managers, business analysts, or other departments or groups within the organization (marketing, legal, or customer service, for example). Stakeholders may also be external to the organization, including government regulators, consultants, sellers, end users, customers, tai1) ayers, banks, and other financial institutions. Although the "Stakeholders" chapter includes an in-depth discussion of stakeholder management, stakeholders are discussed throughout this book because a project and in balance with project constraints. Project Management Project management is both a science and an art 'Ihe science is the systematic process of managing project work efficiently and effectively to deliver planned results. This includes tailoring efforts to meet the needs of the project management and using the appropriate processes and tools to accome planned results. This includes tailoring efforts to meet the needs of the project management and using the appropriate processes and tools to accome planned results. relates to how a project manager uses skills such as influ encing, organizing1 strategizing, and other interpersonal and team skills. This systematic process of managing project work takes many forms that exist along a continuum, from predictive approaches to agile and hybrid approaches, as described below: • & edictive approach to project management relies on a planning process during which requirements and scope may be defined in detail early in the project from changes. This approach may also be called plan-driven, traditional, or waterfall. • Agile An agile approach to project management works best for projects where the definition of proj ect cope is emerging. Since it cannot be defined up front, planning, executing, and managing the project happens in much smaller increments so that changes can be easily made as information about the project and project's needs changes. This approach is also known as change-driven or adaptive. • Hybrid A hybrid approach so also known as change-driven or adaptive. difference between managing small and large projects, and between those with predic tive approaches and those that use agile or hybrid methods. On a small project, you may wallc over to someone you need to speak to about an issue. On a large project you may have spent weeks planning communications. You have to figure out who should be involved in solving an issue, their locations, contact 22 © 2020 RMC Publ ication s, Inc.'" • 95 2 .846.4484 • in [email protected] • www. rmcls.com T W 0 Framework information and communication preferences. You will need to answer exam questions based on the infor mation given in the question. A large project requires you to use the full breadth of project management processes and tools, and also requires you to consider using an agile or hybrid approach to project management to fit the needs of the project, when necessary. Effective project management to fit the needs of the project management to fit the needs of the project management to fit the needs of the project management ensures that the organization is focused on the most important work and that the right work is done correctly and in the most time- and cost-effective manner. Risks are identified and planned for before they occur, communication is managed effectively, and specific quality metrics are achieved. These efforts result in satisfied stakeholders and achievement of business objectives. management of those projects, as shown in figure 2.1. This approach focuses on the interdependencies between projects, works to ensure benefits for which the projects, works to ensure benefits for which the projects were initiated, may help decrease risk, and improves overall management. In addition to the work required to complete each individual project, the program also includes a program manager's coordination and management activities. So, when you discover that your work involves more than one project, you can manager if your project is part of an existing program. Program Other Project related work Project Project FIGURE 2.1 Program management A portfolio includes programs, projects, and related operational work that are prioritized and implemented to achieve a specific strategic business goal (see figure 2.2). Programs and projects that make up a portfolio may not be related, other than by their relationship to this common strategic goal. Combining programs, projects, and operations into one or more portfolios helps optimize the use ofresources, enhances the benefits to the organization, and reduces risk. The work of an organization can comprise one or multiple portfolios. A project is included in a portfolio based on potential return on investment, strategic benefits, alignment with corporate strategy, and other factors critical to organizational success. Portfolio Other related work Project Program Other related work Project FIGURE 2.2 Portfolio management © 2020 RMC Publications, Inc. " • 952.846.4484 • [email protected] • www.rmcls.com 23 Framework T W 0 Organizational Project Management (OPM)2 Organizational Project Management (OPM) serves as a guide or driver for project, program, and portfolio management aswell as other organizational practices. It is a framework for keeping the organizational work should be prioritized, managed, executed, and measured to best achieve strategic goals and desired benefits. Figure 2.3 shows how OPM drives an organization, can help you correctly answer questions, can help you correctly answer questions. on the exam. Unless a question tells you otherwise, assume this organizational framework ID use and guide portfolio Management Selects and prioritizes programs and projects that will best achieve the organization's strategic goals I Program Management Coordinates the management of related projects to achieve specific benefits that support the organiz on's strategic goals r " "; " ' f" , , Project Management Management Management Management Coordinates the portfolio or program management objectives and, ulUmatelV, the FIGURE 2.3 Organizational project management A .key point to understand is that all efforts in the organization-whether they are part of project, program, portfolio, or operational work-should be guided by the organization and support its strategic goals. This means that any changes to the organizational strate.gy will necessitate changes to the organization's portfolios, programs, projects, and operational strategy, the project may be changed midcourse to bring it into align ment, or it may be terminated. Project Management Office (PM0)3 Toe PMO is a deparbnent within an organization that provides or emures compliance with projects. It can take one of several forms, including the following: • Supportive A supportive PMO provides the policies, methodologies, templates, and lessons learned for managing projects within the organization. It typically exercises a low level of control over projects. 24 © 2020 RMC Publications, Inc.'" • 952.846.4484 • [email protected] • www.rmcls.com T W 0 Framework • Controlling PMO provides support and guidance on how to manage projects, trains others in projects. management and project management software, assists with specific projects, and ensures compliance with organizational policies. It typically has a moderate level of control over projects; all projects, or projects of a certain size, type, or influence, are managed by this office. A directive PMO has a high level of control over projects. The PMO may: • Manage the interdependencies among projects, programs, and portfolios • Analyze information from projects. resources • Recommend the termination of projects when appropriate • Monitor compliance with organizational processes • Help gather lessons learned into a repository and make them available to other projects • Provide templates for documents such as work breakdown structures, user stories, or communications management plans • • • • Provide guidance and project governance Provide centralized communication about projects Be more heavily involved during projects II W hen answering exam questions, assume there is a PMO, unless the question states otherwise Read situational questions carefully to determine if the PMO, and determine whether it is likely to be supportive, controlling, or directive. 2.1 Exercise Test yourself! Read the description of the three. Write the answers in your Exercise Notebook. Description 1. Manages all projects throughout the organization 2. Provides support and guidance; requires all projects within the organization to use designated project 3. Coordinates all projects within the organization 4. Recommends common terminology, templates, reporting , and procedures to be used on projects throughout the organization to promote consistency and streamline efforts 5. Appoints projects 7. Has the highest level of control over projects Answer 1. Directive S. Directive 2. Controlling 6. Controlling or Directive 3. Controlling or Directive 4. Supportive Project Management's Organizational Context ECO Domain: 11 Task: 1 , 3, 4 Successful projects are designed to bring a positive change to an organization, usually to add or improve products or services, and in some cases to satisfy legal or other regulatory requirements. Tuey are selected, initiated1 and exist within an organizational context that influences their desired outputs and what is needed (inputs) to achieve these outcomes (outputs). Organizational context iacludes an understanding of an organization's operations and projects, governance, and its organizational structure. This context also includes what the PMBO Guide calls influences environmental factors (EEFs) and organizational structure. context in which projects exist, they are essential to understanding domain ill (Business Environment) in the Examination Content Outline (ECO). For a complete view of the project environment, you should also understand that these factors influence and are influenced by a set of frequently used tools and techniques available within the organization and developed through individual experience. Operations and Projects Most work done in organizations can be described as either operational work. is ongoing work to support the business and systems of the organization, whereas project work ends when the project is closed. Understand the difference for the exam. You may see instances where the real problem in the question is that someone is attempting to manage ongo.ing (operational) work, such as manufacturing , as a project is finished, the deliverables are transitioned to ongoing business operations so the benefits of the project work can be incorporated into the organization. A successful transition may require employee training or adjust their processes. For example, when an insurance company's Internal project to develop a new caseload tracking system is completed, employee training or adjust their processes. to incorporate it into their daily work o the benefits can be realized. And this relationship goes both ways. While a project may develop a product or service to be used in operational work, the need to change or improve operational work may have arisen from problem occurring in the organization's business operations. As another example1 imagine the caseload tracking system has moved into operations, Inc." • 952.846.4484 • [email protected] • www.rmcls.com T W 0 Framework these bugs would likely be addressed as the operational work of maintaining business systems rather than as a new project. It is important to note that the approach to new projects within an organization is not dependent on a chosen approach used in the past. For instance, the initial caseload tracking system may have been a large project with well-defined requirements that took months or years to complete and had been managed using a predictive approach. Adding new features would be a much smaller project and an adaptive approach could be the best choice for this new project, depending on several factors, including project uncertainty, magnitude, and predictability of outcomes. Governance every organization is different, and governance is designed to support the specific culture and attributes of the organization. Organizational governance affects and is affected by project governance, the organizational governance refers to the overall structure, and the business environment. Organizational Governance organizational governance refers to the overall structure of an organizational governance organizational governance. operations and decision-making. There may be multiple levels of governance within an organization, although this can vary. Generally, a board of directors is responsible to ensure that work throughout the organization, although this can vary. and procedures regarding portfolio, program, project, and operations work, which help to ensure that these endeavors are within the strategic plan of the organization and that they contribute to the delivery of specific benefits or value. Project Governance The ECO task 14 in the Process domain (establish project governance structure) requires project managers to determine their project governance so that the project is in agreement with organizational governance. Do you establish projects? Predictive governance structure on your projects? How does governance differ between predictive and adaptive projects? agreement. Agile governance, in contrast, is generally less structured but still aligns with the necessary policies and procedures of the organization. It's important to keep in mind both predictive and adaptive approaches as you may see exam questions that will test your knowledge of both project environments. Project governance can be established and administered by a PMO. It may involve defining a project manager's authority and the creation or enforcement of processes and policies regarding areas such as risk, resources, communications, and change management. Governance may also involve planning and managing project compliance in regulations, security, and safety. The awareness of these requirements helps shape the best approach for a project. For instance, potential regulatory restrictions on a new energy project might lead you down the path of an agile hybrid approach, but there are multiple agile methodologies you could choose. Organizational Structure One of the primary forms of influence on projects is how the company is organized. The organizational structure will dictate who the project management. This influence is so important that an answer to a question on the exam can change depending on the structure of the organization being discussed. Questions on the exam are often phrased in terms of the project manager's level of authority and how the form of organization impacts their management of projects. For example, exam questions may deal with who has the power in each type of organization (the project manager's level of authority and how the form of organization impacts their management of projects. advantages and disadvantages to the project manager in each type of organization. 27 © 2020 RMC Publications, Inc ."' • 952.8 46 . 4 484 • i [email protected] ls. com • www.rmc ls . com Framework T W 0 As you read through the following sections defining the different organizational structures, take time to think about how each form would impact your work as a project manager and how you would solve problems in different situations within each structure. Functional areas, such as accounting, marketing, or manufacturing. Projects generally occur within a single department, so when yon see ' functional" on the exam, think "silo." If information or project work is needed from another department, employees transmit the request to the other department, employees transmit the request to the head of the depart ment who communicates the request to the other department, employees transmit the request to the head of the depart ment who communicates the request to the other department head. in addition to normal departmental work. Project-oriented In a project-oriented, or project-oriented, or project and personnel are assigned and report to them. When you see "project-oriented" on the exam, think "no home." Team members complete only project work, and when the project is over, they do not have a department to go back to. They need to be assigned to another project or get a job with a different employer. Communication primarily occurs within the project. Matri.x6 "matrix" on the exam, think "nvo managers? Team members report to two managers: the project manager and the functional manager. Team members to both managers. Team members to both managers? Team members to both manager and the functional manager (for example, the engineering manager). project manager. In a weak matrix, power rests with the functional manager, and the power of the project manager is comparable to that of a coordinates communications and assists but cannot make or enforce decisions). In a balanced matrix, the power is shared between the functional manager and the project manager. I li f •'• The exam typically does not identify the form of organization being discussed. W hen it does not specify a form, assume matrix. If you remember this, you should answer exam questions correctly. A tight matrix has nothing to do with a matrix organization. It simply refers to colocation-the practice of locating workspaces for the project team in the same room. Because it sounds similar to other forms, it has often been used as a fourth choice for these questions on the exam. 2.2 Exercise Test yourself! Questions on the exam will test your understanding of the advantages and disadvantages of the different organizational structures (functional, project-oriented, and matrix). In your Exercise Notebook, list the advantages of each organizational structures will help you evaluate situations presented on the exam, and you'll be able to choose the right answer within an identified constraint. 28 © 2020 RMC Publications, Inc. • 952.846.4484 • [email protected] • www. rmcls.com T W 0 Framework Answer Functional Advantages Easier management of specialists People place more em]?hasis on their functional specialty to the detriment of the project Team members report to only one !:imited career path in project @anagement The project manager has little or no authority Similar resources are centralized, as the @ompany is grouped by @P!cialties - - - - - Clearly defined career paths in areas ofwork specialization Project-Oriented Disadvantages Advantages No "home" for team members when project is supervisor completed Team loyalty to the project Lack of specialization in disciplines More efficient communications than functional Duplication of facilities and job functions May result in less efficient communications than functional Duplication of facilities and job functions May result in less efficient communications than functional Duplication of facilities and job functional Duplic objectives Improved project manager control over resources (as compared to functional) More sup£ort from functional areas Maximum utilization of scarce resources Extra administration is required Project team members have more than one manager More complex to monitor and control Resource allocation is more complex Extensive policies and procedures are needed Better coordination Better horizontal and vertical dissemination of Functional managers may have different priorities than project managers may have different priorities than provential for conflict Team members maintain a "home" Inputs and Outputs Inputs are what you need in order to complete a process and outputs or outcomes are what you have when it is completed. Inputs and outputs are logical and should not require memorization if you have a good understanding by answering the following question: W hat is an input to stakeholder register? An answer to the question might include a potential stakeholder list and contact information, historical information, and a stakeholder register template with instructions, but there are other inputs you could have thought about. The output or outcome is the completed stakeholder register. 29 © 2020 RMC Publications, Inc.<sup>™</sup> • 952.846.4484 • [email protected] • www. rmcls.com Framework T W 0 Do not expect all the inputs tested on the exam to be included or clearly stated in the PMBOK. Guide. For example, you know you need the project team (or at least an initial version ofth e team) to create a WBS, yet the team is not specifically listed as an input to creating a WBS. The remaining chapters in this book will help you understand the processes of project management along with their inputs and outputs. Let's take inputs to project initiating as another example of working with inputs are project? Write your answer in your Exercise Notebook. Hyou Imow what efforts are involved in project initiating (such as drafting the project charter and identifying and analyzing takeholders), the inputs are easier to logic-ally identify. To initiate a project, you need to know or have the following. Make sure you identify anything from this list that you did not think 0£ Add it to your gaps list. Answer • The business case and the benefits management plan for the project. • The product description and requirements as they are known up to this point; in other words, what is the project fits into or supports the company's strategic plan. • A list of likely stakeholders • Any known constraints (such as imposed schedule, budget, or resources), risks, and assumptions. • Any relevant agreements, including contracts, if any of the work will be done under contract. • Industry standards. • Marketplace trends and legal, regulatory, or compliance factors. • The company's change control system. Iii sponsor of the project, likely stakeholders, and possible team members. • Templates from past projects. • Historical WBSs. • Historical estimates. • Lessons learned from previous projects. • What is going on in the

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