Understanding PMstudy

Process Chart
Please refer to the PMstudy Process Chart which has been provided in the PMP-prep course.

This is a brain-dump and should be replicated from memory within your 15-minute tutorial time that is provided before the PMP exam. Don’t forget to refer to it throughout the exam.
Project Management Process Groups

Top row shows the five different Project Management Process Groups:
1. Initiating
2. Planning
3. Executing
4. Monitoring & Controlling
5. Closing
# Project Management Knowledge Areas

The left column shows the ten different Knowledge Areas:

1. Integration
2. Scope
3. Time
4. Cost
5. Quality
6. Human Resource
7. Communications
8. Risk
9. Procurement
10. Stakeholder
All processes are written in boxes. For example, the processes in the Integration Knowledge Area are:

- **Initiating**: Develop Project Charter
- **Planning**: Develop Project Management Plan
- **Executing**: Direct and Manage Project Work
- **Monitoring and Controlling**: Monitor and Control Project Work & Perform Integrated Change Control
- **Closing**: Close Project or Phase

*Please note: We will be discussing each process in detail in the class*
Key process outputs are written in red text. For example,

- An important output of *Direct and Manage Project Work* is **Deliverables**
- An important output of *Close Project or Phase* is **Final product, service, or result transition**.

**Question:** Look at the process chart and identify what is the important output from *Define Scope* Process?

**Ans:** Project **Scope Statement**
Process Chart Arrows

<table>
<thead>
<tr>
<th>Process Group</th>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration</td>
<td>Develop Project Charter</td>
<td>Develop Project Management Plan</td>
<td>Direct and Manage Project Work</td>
</tr>
<tr>
<td>Scope</td>
<td>Plan Scope Management</td>
<td>Collect Requirements</td>
<td>- Deliverables - Work Performance Data</td>
</tr>
<tr>
<td></td>
<td>Define Scope</td>
<td>Create WBS</td>
<td>Scope Baseline</td>
</tr>
</tbody>
</table>

Arrows indicate that an important output of a process becomes an important input to the corresponding process. Follow the arrow to see where a key output becomes a key input. For example:

- Important output of **Define Scope** is Project Scope Statement – this is an important input to **Create WBS** process.
- Important output of **Define Activities** is the Activity List – this is an important input to **Sequence Activities** process.
Process Chart Formulas

- 2nd page of PMstudy Process Chart shows important formulas required for PMP exam.
- Please memorize all these formulas (which will be further discussed in the class).

### Earned Value Formulas

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term Definitions (Do not reproduce in PMP Exam)</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>PV</td>
<td>Planned Value</td>
<td>EVA</td>
</tr>
<tr>
<td>EV</td>
<td>Earned Value</td>
<td>EVA</td>
</tr>
<tr>
<td>AC</td>
<td>Actual Cost</td>
<td>EVA</td>
</tr>
<tr>
<td>BAC</td>
<td>Budget at Completion</td>
<td>EVA</td>
</tr>
<tr>
<td>SV</td>
<td>Schedule Variance</td>
<td>EVA</td>
</tr>
<tr>
<td>CV</td>
<td>Cost Variance</td>
<td>EVA</td>
</tr>
<tr>
<td>SPI</td>
<td>Schedule Performance Index</td>
<td>EVA</td>
</tr>
<tr>
<td>CPI</td>
<td>Cost Performance Index</td>
<td>EVA</td>
</tr>
<tr>
<td>% Complete</td>
<td>Percent Complete</td>
<td>(EV / BAC) x 100</td>
</tr>
<tr>
<td>EAC</td>
<td>1. Estimating Assumptions not valid</td>
<td>EVA</td>
</tr>
<tr>
<td></td>
<td>2. Current Variances are atypical</td>
<td>EVA</td>
</tr>
<tr>
<td></td>
<td>3. Current Variances are typical (DEFAULT)</td>
<td>EVA</td>
</tr>
<tr>
<td>ETC</td>
<td>Estimate to Complete</td>
<td>EVA</td>
</tr>
<tr>
<td>VAC</td>
<td>Variance at Completion</td>
<td>EVA</td>
</tr>
<tr>
<td>TCPI</td>
<td>To-Complete Performance Index (Based on BAC)</td>
<td>EVA</td>
</tr>
<tr>
<td></td>
<td>To-Complete Performance Index (Based on EAC)</td>
<td>EVA</td>
</tr>
</tbody>
</table>

### Procurement Formula

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Term Definitions (Do not reproduce in PMP Exam)</th>
<th>Formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>AF</td>
<td>AF = Actual Fee; TC = Target Cost; AC = Actual Cost; TF = Target Fee; SSR = Seller’s Share Ratio</td>
<td>() TC - AC SSR + TF</td>
</tr>
</tbody>
</table>

**Hints for PMstudy Process Chart (no need to reproduce in final PMP exam)**

1. The PMstudy Process Chart should be dumped from memory in 15-minute tutorial time before you start the actual PMP exam. Practice and abbreviate as much as possible.
2. You do not need to write down the Term Definitions in the final PMP exam (i.e., black text on this page).
3. For Earned Value calculations:
   - Formulas for SV, CV, SPI, CPI have EV as first term.
   - Positive SV, CV values are good. CPI, SPI ratios > 1 are good.
   - TCPI ratio > 1 is good.
4. Shows primary output “... Management Plan” for all major processes (total = 15).
5. For many Monitoring and Controlling processes, inputs include Work Performance Data, the Project Management Plan and relevant Project Documents. Outputs typically include Change Requests, Work Performance Information, and updates to the Project Management Plan, Project Documents and Organizational Process Assets.

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Understanding Hints (2nd page bottom of Process Chart)

Hint: Shows primary output is “…. Management Plan” for all marked processes. For example:
- Output of Develop Project Management Plan is “Project Management Plan”
- Output of Plan Scope Management is “Scope Management Plan”
- Output of Plan Quality Management is “Quality Management Plan”
- Moreover, ITTO for all such processes are similar

Question: What is the main output of Plan Communications Management?
Ans: Communications Management Plan
For most Monitoring and Controlling processes, inputs include Work Performance Data, the Project Management Plan and relevant Project Documents.

Outputs typically include:


Question: From the PMstudy Process Chart, count how many processes are there in Monitoring and Controlling Phase?
Answer: 11
Please understand and memorize the PMstudy Process Chart before coming for the PMstudy classroom training. If there are any doubts about PMstudy Process Chart, please clarify with the faculty during the class. Also, please note that all processes and formulas will be covered in detail in the class.