Project Management Professional (PMP)® Cert Guide

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The following changes have been released by Project Management Institute® since the printing of this book. These are not errors in the book, but rather additions.

Page 11:

Change: You will receive your results immediately after you complete your exam, and

when you pass, you are PMP certified! To this: You will receive your results within five business days. When you pass, you are PMP certified!

Since going to print, PMI changed the fee for non-members.

The “Non-member fee” is now $575.

The “Savings” by being a member is now $31.

Page 61:

The “Qualities of a successful project manager” includes PMI’s Principles of Project Management, as stated in the PMBOK Guide 7thEdition and provides a guidance to all project practitioners. The 12 principles are:

* Be a diligent, respectful and caring steward
* Recognize, evaluate and respond to system interactions
* Navigate complexity
* Create a collaborative project team environment
* Demonstrate leadership behaviors
* Optimize risk responses
* Effectively engage with stakeholders
* Tailor based on context
* Embrace adaptability and resiliency
* Focus on value
* Build quality into processes and deliverables
* Enable change to achieve the envisioned future state

Page 80:

Since going to print, PMI included the Agile Center of Excellence (ACoE) to the discussion of PMO. Agile organizations may use the Agile Center of Excellence (ACoE) also known as Value Delivery Office (VDO) which serves as an enabling function rather than a management or oversight role. The focus is to coach teams, build agile skills and capabilities, and mentor sponsors and product owners to be more effective in their roles.

Page 139:

Since going to print PMI included the concept of Objectives and Key Results (OKRs) to the discussion of business value.

**Objective and Key Results (OKRs)** are a goal setting method that is used to set and track the team’s measurable goals.

* The **objective** is the goal that you wish to achieve and is usually a qualitative term (for example: “Increase Recurring Sales”)
* The **key result** refers to the metrics you might use to measure progress towards achieving the objective (for example: “Increase monthly subscriptions by 50%”, “Increase web traffic by 75%”).

Each objective should normally be supported by 3-5 key results to measure progress.