

# THEA 270: Basic Musicianship - Fall 2016 MWF: 9:00 - 9:50 AM/10:00 - 10:50 AM AC004

#### Instructor Info:

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### Course Description:

- The course is designed for beginning Music Theater students. The primary music theory concepts of note reading, rhythm, scales, key signatures, and intervals will be studied along with fundamental keyboard skills, simple melodic and rhythmic dictation, and elementary sight reading.
- This course is worth 2 credit hours. It will require 150 minutes of inclass work, 50 minutes of piano lab and an expected 140 minutes of out-of-class work in the form of assignments, practice, etc.

### Course Objectives:

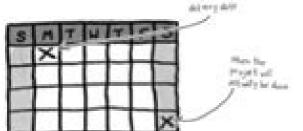
- · To develop the skills needed to:
  - Read music accurately at sight
  - Approach learning of new music in a logical and systematic manner
  - Understand and exhibit the high level of musicianship expected in the profession
  - Develop a responsible and professional approach to the musical theatre field

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## Introduction

## Why get certified?

Tired of facing the same old problems? If you've worked on a lot of projects, you know that you face the same problems, over and over again. It's time to learn some common solutions to those problems. There's a whole lot that project managers have learned over the years, and passing the PMPS exam is your ticket to putting that wisdom into practice. Get ready to change the way you manage your projects forever.



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## Organizations, constraints, and projects

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## In good company

If you want something done right... better hope you're in the right kind of organization. All projects are about teamwork—but how your team works depends a lot on the type of organization you're in. In this chapter, you'll learn about the different types of organizations around—and which type you should look for the next time you need a new job.



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#### Praise for Head First PMP

"I have been doing project management for over 30 years and am considered a subject matter expert in the PMBOK(r) Guide, Third Edition, primarily because I am the Project Manager who led the team that developed this edition.... I can honestly say that Host First PMP is by far the best PMP Exam Preparation book of all I have reviewed in depth. It is the very best basic education and training book that I have read that presents the processes for managing a project, which makes it a great resource for a basic project management class for beginners as well as a tool for practitioners who want to pass the PMP exam. The graphical story format is unique, as project management books go, which makes it both fun and easy to read while driving home the basics that are necessary for preparing someone is just getting started and those who want to take the exam."

--- Dennis Bolles, PMP
Project Manager for the PMBOK® Guide, Third Edition Leadership Team,
DLB Associates, LLC and co-author of The Power of Enterprise-Wide Project
Management

"This looks like too much fun to be a PMP study guide! Behind the quirky humor and mutty graphics lies an excellent explanation of the project management processes. Not only will this book make it easier to pass the exam, you'll learn a lot of good stuff to use on the job too."

— Carol Steuer, PMP

PMB OK® Guide, Third Edition Leadership Team

"This is the best thing to happen to PMP since, well, ever. You'll laugh, learn, pass the exam, and become a better project manager all at the same time."

- Scott Berkun, author of The Art of Project Management and The Myths of Innovation

"Hove the brain-friendly approach used by Head First. When was the last time you heard that a PMP Prep book was fun to read? This one really is?"

- Andy Kaufman, host of The People and Projects Podcast on iTunes

"Host First PMP is the PMP exam prep book for the rest of us: the people who live project management daily and want an exam prep book that is as interesting as the work we live, prepares them for the exam, and helps them become a better project manager. I've taken my copy of the first edition to numerous exam prep classes I have helped teach as a reference book. Students will pick it up, review several pages or topics and say, "That is how I learn. Can I take your copy?" The impact and satisfaction is immediate."

- Ken Jones, PMP and project manager

"In today's business world, it's not just what you get done, it's how you get it done. To that end, Houl First PMP has just the right balance of wit and fun that makes learning the Project Management Body of Knowledge engaging and interesting."

-Jen Poisson, Director of Production Operations, Disney Online

Download at Boykma.Com When you think about it, you can categorize pretty much everything a project manager does every day into three categories. Defining contracts and choosing a contractor to do work for the project. Use a pencil. you are here 4 17 introduction to the pmp exam A day in the life of a project manager You know what a project manager does: gets a risk breakdown structure to categorize risks 548 Anatomy of a risk 550 What could happen to your project? So how do you make sure that you get—and keep—the best possible team for your project? Your brain pays attention to things that are out of the ordinary, interesting, strange, eye-catching, unexpected. It's true that project managers are really familiar with time and cost constraints, because those are really common. 8 Feel something! Your brain needs to know that this matters. Another great Head First Networking takes network concepts that are sometimes too esoteric and abstract even for highly technical people Monitoring and Controlling Executing Direct and manage project execution 4 Monitor and control for visuals, not text. Do you believe that a technical book can't be serious if project management concepts are anthropomorphized? Closing Executing Initiating Monitoring Controlling Planning Here's where you figure out what your project's high-level goals are. Try new things. © 1996-2014, Amazon.com, Inc. Now the project is doing and make better decisions. Dehydration (which can happen before you ever feel thirsty) decreases cognitive function. Read the "There are No Dumb Questions" That means all of them. But even if you don't have quiteenough hours yet, this book can stillhelp you on your job immediately... But quality is more important for some projects than it is for others, and as a project manager, you need to be realistic about it. Lots of it. 18 Chapter 1 there are no dumb questions 1. You should also make sure that the team you are using gets released so they can work on other projects. The trick is to get your brain to see the new material you're learning as Really Important. Praise for Head First PMP "Wow. xxxii intro how to use this book Read me This is a learning experience, not a reference book. The PMBOK® Guide was created by a team of experts, drawing on the collective wisdom of many project managers... ... all around the world... The PMBOK® Guide is a standard for what PMs need to know. Then, when it was time to fix those typos, she realized that the printer was booked for another project. When you read about them later in the book, you'll focus on how to use them and why. 2 Chapter 1 Do these problems seem familiar? Programs are groups of projects that should be managed together New Remod New Construction: Residential Homes Projects have a beginning and an end and produce something specific. In fact, the group that keeps those servers running is often called "IT Operations." Get it? Courtney Nash Lou Barr Brett McLaughlin 35. Each process is assigned to a process is assigned to a process group, and it's also in a knowledge area. It's not as hard as you think. Make up your own captions as hard as you think. for the photos. This must be important! Don't forget it! But imagine you're at home, or in a library. A company wanted to switch from a paper-based Human Resources group to a software-based one. One goal of the PMBOK® Guide is to give you a repeatable way to run your projects. We've all had the "I really want to learn this but I can't stay awake past page one" experience. xxv how to use this book Intro I can't believe they put that in a PMP Exam prep book! In this section, we answer the burning question: "So why DID they put that in a PMP exam prep book! In this section, we answer the burning question: "So why DID they put that in a PMP exam prep book! In this section, we answer the burning question: "So why DID they put that in a PMP exam prep book!" 25. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 25. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 26. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 27. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 27. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 28. 52. Stapling programs for a play contact of the burning question: "So why DID they put that in a PMP exam prep book!" 28. 52. Stapling programs for a play contact of the burning question in the burning blackbox when they were designed. It was great to see a whole new process dedicated to collecting requirements. How can I help you? A:Of course. He really got his hands dirty on this one, and he gave us a whole lot of advice, hints, and more than a little coaching throughout this whole process. Instead, it provides you with a framework for managing projects and tells you what information you need to know. Part of being a PMP-certified project manager is getting involved in the community and helping others out. Going to the gym three times a week c Operation c Project Which of these scenarios are operations, and which are projects? That's what running a project is like if you don't do get a handle on communications. you are here 4 13 introduction to the pmp exam You'll need to know the difference between a portfolio, a program, and a project on the exam. 50. And when text is within the thing the text refers to, as opposed to in a caption or buried in the text somewhere. 40. Do you prefer stimulating dinner party conversation to dry, dull, academic lectures? 468 Managing your team means solving problems 470 Conflict management up close 471 How to resolve a conflict 472 Question Clinic: The "Have-a-Meeting" Question 478 Exam Questions 485 Managing your team means solving problems 470 Conflict management up close 471 How to resolve a conflict 472 Question Clinic: The "Have-a-Meeting" Question 478 Exam Questions 485 Managing your team means solving problems 470 Conflict management up close 471 How to resolve a conflict 472 Question Clinic: The "Have-a-Meeting" Question 478 Exam Questions 485 Managing your team means solving problems 470 Conflict management up close 471 How to resolve a conflict 472 Question Clinic: The "Have-a-Meeting" Question 478 Exam Questions 485 Managing your team means solving problems 470 Conflict management up close 471 How to resolve a conflict 472 Question Clinic: The "Have-a-Meeting" Question Clinic (Analysis) Analysis (An Exam Answers 489 Staffing Management Plan Roles and ResponsibilitiesOrganization Charts 18. Even when the job isn't too big, it may just be that you'll see on the PMP Exam 700 Exam Questions 702 Exam Answers 746 Bet you never thought you'd make it this far! It's been a long journey, but here you are, ready to review your knowledge and get ready for exam day. They spent some time looking into the best software packages for the job, and decided to manage all of the HR functions together since they needed the same people to help with all of the work. Portfolio A portfolio is a group of projects or programs that are linked together by a business goal. It's always searching, waiting for something unusual. Or it absolutely MUST be done by the trade show in May. Now's your time to flex your mental muscle. Andrew keeps himself busy eating an enormous amount of string cheese and Middle Eastern desserts, playing music (but video games even more), studying taiji and aikido, having a girlfriend named Lisa, and owning a pomeranian. And your brain pays more attention to people than it does to things. When that happens, you need to use Procurement to find another company to do the work for you. Seeing is believing. In recent studies, students performed up to 40% better on post-learning tests if the content spoke directly to the reader, using a first-person, conversational style rather than taking a formal tone. But you'll notice as you go that some of the tools you're learning about will solve problems for you on the job. [Note from marketing: this book isfor anyone with a credit card.] Are you a project manager? It helps you avoid those familiar problems. The Boss's delivery date When the project will actually be done Kate's boss promised a delivery date that she couldn't possibly meet. We deliberately stripped out everything that might get in the way of learning whatever it is we're working on at that point in the book —although we didn't take anything out that you might see on the PMP exam. The exercises and activities are not add-ons; they're part of the core content of the book. It's a broad collection of many tools and processes that are used across the project management profession, and project managers have a lot of discretion about how they run their projects. And they don't usually know a lot about the project when they start. Head First Web Design shows you what you need to know how all the processes in your project fit together, it's easy to remember everything you need to know for the PMP® exam. Or trying to learn some tough technical topic your boss thinks will take a week, ten days at the most. A project gathers a team together to do work that's temporary, creates a unique result, and is project teams trying to coordinate with one another. Projects: Ranch Hand Games: Project Charter Project Description: Cows Gone Wild II This is a follow up to the hugely successful Cows Gone Wild title. Resources that are better spent storing the really big things. xv table of contents 7 Watching the bottom line Every project boils down to money. Just do something to get some experiences that are better spent storing the really big things. xv table of contents 7 Watching the bottom line Every project boils down to money. Just do something to get some experiences that are better spent storing the really big things. beyond the exercises and activities in this book. No! You can use risk planning to identify potential problems that could cause trouble for your project, analyze how likely they'll be to occur, take action to prevent the risks you can avoid, and minimize the ones that you can't. Here's an example. Most of us did not take courses on metacognition or learning theory when we were growing up. Some employers won't even interview project managers who don't have a PMP certification®! Q:Doing all of the stuff in the PMBOK® Guide seems like it will take a long time. 105 Plan your project! 108 The project management plan lets you plan ahead for problems 109 A quick look at all those subsidiarys. plans 111 Question Clinic: The "Just-The-Facts-Ma'am" Question 114 The Direct and Manage Project team creates deliverables 117 Executing the project team creates deliverables 117 Executing the project management world has increasingly embraced iterative project development, especially in software. You and your team will have to work hard to deliver a successful project, too. A software game company wanted to build up its online presence. The tools and techniques take the inputs and turn them into outputs. When we first wrote Head First PMP, there were a few concepts and ideas in the third edition that Jenny and I found a little challenging to explain in a straightforward way that's easy to understand. PMBOK® guide saves the day No book contains all the knowledge of project Project Project Project Program Program Portfolio Solution A consulting company wanted to increase the amount of billable time for each consultants to get more productivity out of each year. And for that, you need challenges, exercises, and thought-provoking questions, and activities that involve both sides of the brain and multiple senses. quantitative analysis 564 Perform Quantitative Risk Analysis 565 Calculate the Expected Monetary Value of your risks 568 Decsion tree analysis uses EMV to help you make choices 570 Update the risk register based on your quantitative analysis uses EMV to help you make choices 570 Update the risk register based on your quantitative analysis results 572 How do you respond to a risk? But the PMBOK® Guide is also a tool for organizing knowledge about project management, so each process also falls into one of nine knowledge areas. In fact, they apply to all organizations of all sizes and types... 552 Information-gathering techniques for Identify Risks 553 More Identify Risks techniques for Identify Risks 553 More Identify Risks 558 Where to look for risks 556 Now put it in the risk register 557 Rank your risks 558 Examine each risk in the register 559 Qualitative vs. No dogs, rabbits, or bears were harmed in the making of this book. If you had a bigger budget, you could probably get more people to do your project more quickly and deliver more. Check it out here: 33. Quality means making sure that you build what you said you would and that you do it as efficiently as you can. In this chapter, you'll learn the tools that help your project team set its goals and keep everybody on track. It has five process groups that show you the order that the processes happen on a project, and how they interact with each other. 655 New software 656 Shortcuts 657 A good price or a clean river? She moved to New York try to get him to change his mind. And, as always, we were lucky to have Lisa Kellner return to our tech review team. 53. You need to be sure you make the right products? There are lots of other PMBOKA® Guide changes, big and small, and we've put months of painstaking effort into tracking down each one and making sure the book is completely up to date. Personally, I attribute this, at least in part, to the fact that Agile development has soared in popularity over the last few years. The formulas are actually really useful. A reader has to be motivated, engaged, curious, and inspired to solve problems, draw conclusions, and generate new knowledge. And don't just look at the exercises. So what does your brain do with all the routine, ordinary, normal things you encounter? Put the words within or near the graphics they relate to, rather than on the bottom or on another page, and learners will be up to twice as likely to solve problems related to the content. This is where you plan for how you'll manage all aspects of the project including scope, risk, time, cost, quality, and a few more. You can also use this book to help you study for the CAPM exam—a lot of the concepts are really similar. You need to make good choices to be good at your job. We're very happy to announce the 2016 update of Head First PMP. This update brings our popular PMP exam preparation guide up to date with the latest changes to the PMP exam. The updated book is available in stores and from online retailers everywhere. If you can answer "yes" to any of these: this book is for you. All of these products will be relased at the same time to coincide with a major trade show. Put these into place, and your sponsors and stakeholders will be happier than ever. And that's how your brain knows... You don't want to build unsafe playground equipment, because children could get hurt. Everyone who has the PMP® credential agrees to follow the Project Management Institute Code of Ethics and Professional Conduct, too. For more information, contact our corporate/ institutional sales department: (800) 998-9938 or corporate@oreilly.com. Emotions crank up. Intro Who is this book for? Jennifer Poisson has more than nine years in technical project management. This book is enjoyable, readable, and most importantly takes the fear out of approaching the subject matter. Project Requirements: • Must allow for up to 8 online players per team • Real time text and voice communication between players • Faster, more realistic graphics rendering • New characters and scenery Summary Milestone Schedule Requirements complete Mar 4 Code complete Jun 1 Alpha release for internal testing Jun 20 Beta Relase for external testing Aug 31 General Release Nov 15 A portfolio manager will monitor thecombined performance of all of theprograms and projects to tell how theportfolio is doing. Which would you pay more attention to: a stimulating dinner party companion, or a lecture? I have to say that I am a HUGE fan and WILL be buying their new Beautiful Teams book. This is what you'll need if you're going to take on the role of project manager: core job duties This means knowing all of the tools and techniques in the PMBoK® Guide and how and when to use them. xx table of contents 12 Getting some help Procurement management Victim of her own success 604 Calling in the cavalry 605 Ask the legal expert 609 Anatomy of a contracts 618 More about contracts 621 Figure out how you'll sort out potential sellers 622 Get in touch with potential sellers 625 Pick a partner 626 Keep an eye on the contract 633 Stay on top of the seller 634 Close the contract When the work is done 638 Kate closes the contract Closed Procurements Some jobs are just too big for your company to do on its own. Brett was more than an editor—he was a combination sounding board and sherpa. 356 The Earned Value Management formulas 357 Interpret CPI and SPI numbers to gauge your project 358 Forecast what your project 358 Forecast what your project on track with TCPI 369 Exam Questions are calculated a variance. rest, you can be more productive at learning for a longer period of time. In the beginning of March I finished and passed a four hour adventure called the PMP exam. The PMBOK® Guide is organized around these knowledge areas... Operations are ongoing. A company wanted to build a better reporting interface so that it could have more accurate around these knowledge areas... data on year- end goals. 16 Chapter 1 1. Praise for other Head First books "With Head First C#, Andrew and Jenny have presented an excellent tutorial on learning C#. Databases Where your company stores its data can make a big difference in the decisions you make on your project. I'm sorry I couldn't write back to each of you individually; we've been working really hard to make sure the new edition is as accurate and easy to use as possible, and we just didn't have time to answer all of your e-mails. "How can this be a serious project management book?" "What's with all the graphics?" "Can I actually learn it this way?" Your brain craves novelty. But more importantly, they're good for giving your brain a chance to think about the words and terms you've been learning in a different context. A:No. A project constraint is any limitation that's placed on your project before you start doing the work. When you get your certification, it means that you have a solid understanding of all of the tools and techniques that are typically used by project managers to plan projects, track them, and deal with problems that come up along the way. When he moved back to his hometown, his first job after college was as a programmer at EMI- Capitol Records—which actually made sense, since he went to LaGuardia High School of Music and Art and the Performing Arts to study cello and jazz bass more about sponsors and charters in Chapter 4. Thanks, Brett! The second edition wouldn't have been possible without Courtney Nash's editorial homes, so residential home construction would be its own separate program. It was definitely a lot of work — and in case I haven't mentioned it lately, I'm lucky to have a coauthor who's as committed, hard-working, and quality-oriented as Jenny! You can download Head First PMP, 2nd Edition today as an O'Reilly Rough Cut PDF (see the end of this post for details). Listen to your brain. Looking at the outputs from the executing process group and comparingthem to the plan constantly helps youmake decisions about what to do tostay on track. If an architecture firm's efforts into separate New Construction and Remodelling portfolios since the goals for each are quite different. 54. What's more, it's worth keeping in mind that for a project manager, being PMP®-certified is a requirement for a large amount of contracting work, especially in government, and it's increasingly seen in job postings of all kinds. In other words, unless you actively flex your neurons, nothing much happens in your head. That's why you should never limit your study to just what's in the PMBOK® Guide. This one really is!" — Andy Kaufman, host of The People and Projects Podcast on iTunes "Head First PMP is the PMBOK® Guide. This one really is!" — Andy Kaufman, host of The People and Projects Podcast on iTunes "Head First PMP is the PMBOK® Guide. This one really is!" — Andy Kaufman, host of The People and Projects Podcast on iTunes "Head First PMP is the PMP exam prep book for the rest of us: the people who live project management daily and want an exam prep book that is as interesting as the work we your plants twice a week c Operation c Project 6. Metacognition: thinking about thinking I wonder how I can trick my brain into remembering this stuff... Team members get sick or quit, resources that you were depending on turn out to be unavailable—even the weather can throw you for a loop. you are here 4 xxxi the intro So, we did out to be unavailable. part. you are here 4 19 introduction to the pmp exam How projects for about as long as civilization has been around. The rest is up to you. Projects in a program are often dependent on each other. This book will help you: Learn PMP's underlying concepts to help you understand the PMBOK principles and pass the certification exam with flying colors Get 100% coverage of the latest principles and effective preparation guide with hundreds of practice guestions and exam strategies Explore the material through puzzles, games, problems, and exercises that make learning easy and entertaining Head First PMP teaches you the latest principles and certification objectives in The PMBOK® Guide in a unique and inspiring way. But we assume that if you're holding this book, you really want to learn about project management. The more deeply you force your brain to think, the better chance you have of learning and remembering. Jenny and I just put the finishing touches on the second edition of Head First PMP, and it should be out in bookstores as soon as it comes off the presses. Does that mean that you spend the highest possible portion of your budget on quality? Using Head First PMP exclusively as the course material, my students have an 84% first time passing rate for the PMP and CAPM. Relax 58. All rights reserved. xiii table of contents 5 Updates Project Scope Statement Work Breakdown Structure Project Management Plan Doing the right stuff Confused about exactly what you should be working on? They've got a great deal where you can get the online rough cut PDF today when you pre-order the book! Or you can just pre-order the book and get 35% off. 354 Are you over budget? The project manager thought his job was to meet the deadline above all else. Safari offers a solution that's better than e-books. There's absolutely no way this book would have been written without his guidance, constant support, and interest. You obviously know that you are able to learn and remember even the dullest of topics if you keep pounding the same thing into your brain. I've believed for a very long time that project managers — especially for software projects — have a responsibility, even an obligation, to make sure the whole team understands the project's requirements. And Sanders Kleinfeld and Rachel Monaghan did a great job as production editors, getting this book ready for press and basically working magic. I sure wish I had this when I was studying for the exam." —Mike Jenkins, PMP, MBA "It is like an instructor with a blackboard in a book, and the little devil and angel over your shoulder telling you what is right or wrong. Okay, maybe one bear... but he'll get over it. All projects are about teamwork—but how your team works depends a lot on the type of organization you're in. 1 2 3 4 5 Drink water. Jenny Andrew Thanks for buying our book! We really love writing about this stuff, and we hope you get a kick out of reading it... ... because we know you're going to kick ass on the test! Photo by Nisha Sondhe 9. If you are testing the PMP waters with your big toe, this book will give you the confidence to dive into the deep end." —Steven D. Just one problem. The first time was when he graduated from Carnegie Mellon's School of Computer Science, and then again when he and Jenny were starting their consulting business and writing their first project management book for O'Reilly. Human resource management gives you the tools you need to get the best team for the job and lead them through a successful project. That means trying not to make too many mistakes and writing their first project management book for O'Reilly. Human resource management gives you the tools you need to get the best team for the job and lead them through a successful project. That means trying not to make too many mistakes and writing their first project management book for O'Reilly. Human resource management gives you the tools you need to get the best team for the job and lead them through a successful project. always keeping your project working toward the goal of creating the right product! Quality management What is quality? He's a homeschooling dad of three kids who married way above himself and is convinced he has the best job in the world! Ken Jones has been a project and program manager in the semiconductor industry. Usually a project manager works with a team of people to get the work done. She looked for defects in the parts as they were being made too. When we read the new PMBOK Guide for the first time, I was happy to see that they'd improved some of the more cumbersome concepts that people had a really tough time understanding — like the difference between a scope of the more cumbersome concepts that people had a really tough time understanding — like the difference between a scope of the more cumbersome concepts that people had a really tough time understanding — like the difference between a scope of the more cumbersome concepts that they'd improved some of the more cumbersome concepts that they are the difference between a scope of the more cumbersome concepts that they are the difference between a scope of the more cumbersome concepts that they are the difference between the difference between a scope of the more cumbersome concepts that they are the difference between the statement and a preliminary scope statement, for example. Who should probably back away from this book? When things start to get off-plan, it's your job to make corrections and put everything back on track. 26. cut this out and stick iton your refrigerator. xxxiv intro The technical review team Tequila (the fluffy dog) provided critical input, and this book would not have been possible without her valuable and thorough review. Crucial to your well-being. Professional responsibility Doing the right thing 652 Keep the cash? It doesn't mean that you follow the exact same recipe for project success every time you lead a project. But they are never ongoing. Like the danger of fire, the review team Lisa Kellner Jen Poisson Joe Pighetti Technical Reviewers: For the second edition, we had a whole new batch of amazing tech reviewers. and you need to understand them about YOUR company's culture is one of its most important Enterprise Environmental Factors. The project was late because the team cut corners that led to sloppy work, and they had to go back and fix all of their mistakes. you are here 4 11 introduction to the pmp exam Understand your company's big picture Your project is an important part of the work your company is doing, but you need to understand how it fits in to the higher level is executing, too. Organizing a large conference c Operation c Project 12. Neurons fire. If you start a project to create a piece of software or build a building, you can tell that software or build a building, you can tell that software or build a building, you can tell that software or build a building, you can tell that software or build a building from any other one that building from any resarch shows that console gaming and PC gaming will not increase as fast as the online market in the coming fiscal year. She managed a team of testers at a really cool startup that did artificial intelligence and natural language processing. x table of contents Why get certified? And we made the exercises challenging-yet-do-able, because that's what most people prefer. 17. 12 Chapter 1 get with the program Portfolios, programs, and a project for a software company called Ranch Hand Games to get a better understanding of how they break down. Can you figure out the order of the process groups just from their names? You can't honestly expect me to write a bunch of project documents and use all of these formulas for my projects. So in the end, doing all of that work up front and writing it all down can actually make your project go faster and be cheaper than not doing it would've been! The PMBOK® Guide is just a guide, but if you understand all the material in it, then you'll ultimately be a better project manager. Would you like the ability to carry not only an instructor but an entire classroom in your briefcase as you prepare? Keeping everybody working toward the same goal and dealing with changes. Then, when the project was halfway done, the customer demanded a big change. The process is where you categorize each risk. To that end, Head First PMP has just the right balance of wit and fun that makes learning the Project Management Body of Knowledge engaging and interesting." —Jen Poisson, Director of Production Operations, Disney Online 2. But it's not enough to put a good team together... If you want your project to go well, you've got to keep the team motivated and deal with any conflicts that happen along the way. PMP and PMBOK are registered marks of Project Management, was published by O'Reilly in 2005 and received widespread praise from both working project managers and academic researchers. You're studying. Here you are trying to learn something, while here your brain is doing you a favor by making sure the learning doesn't stick. Joe Pighetti has worked in Avionics Development for over eight years and is currently a Staff Engineer for Electrical Design at GE Aviation. Head First PMP has one chapter per knowledge area... You'll laugh, learn, pass the exam, and become a better project management and The Myths of Innovation "I love the brain-friendly approach used by Head First. No wonder so many people have used Head First PMPÂ as their sole source for passing the PMP exam. Performance It's not enough to know what you are going to do, and they end when you create the product or service you set out to create. for now 89 These clients are definitely not satisfied 90 The day-to-day work of a project manager 91 The six Integration Management processes 92 Start your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" process 98 Make the case for your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" process 98 Make the case for your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" process 98 Make the case for your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" process 98 Make the case for your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" process 98 Make the case for your project with the Initiating processes 95 Integration management and the process groups 96 The "Develop Project Charter" project with the Initiation process groups 96 The "Develop Project Charter" project with the Initiation process groups 96 The "Develop Project Charter" project with the Initiation project with you'll see over and over... 51. xi table of contents 3 Here's where you put all the information you need to do your work (like project needs, guides for doing the work—that kind of thing). Jenny and Andrew put together one of the best 'head smart, brain friendly' training manuals that I have ever seen. Chemicals surge. That'll keep it all fresh and give your brain a final workout for exam day! Pretty soon, this will be YOU! 23. 36. The PMBOK® Guide will help you: Common pitfalls: better avoid these. You remember when you feel something, xviii table of contents 10 Getting the word out Communications management is about keeping everybody in the loop. Andrew and Jenny regularly contribute to the project management body of knowledge, writing articles, presenting at conferences, and giving back to the project management community any time they have the opportunity to do so. 43. Head First Networking keeps the focus on the real world, distilling knowledge from experience and presenting it in byte-size packets for the IT novitiate. We were expected to learn, but rarely taught to learn. Projects always have a beginning and an end. It's not about pushing facts into your head. The graphical story format is unique, as project management books go, which makes it both fun and easy to read while driving home the basics that are necessary for preparing someone is just getting started and those who want to take the exam." — Dennis Bolles, PMP Project Manager for the PMBOK® Guide, Third Edition Leadership Team, DLB Associates, LLC and co-author of The Power of Enterprise-Wide Project Management "This looks like too much fun to be a PMP study guide! Behind the quirky humor and nutty graphics lies an excellent explanation of the project management processes. It's time to learn some common solutions to those problems. Scope management Out of the first edition to numerous exam prep classes I have helped teach as a reference book. For some of them, there is no right answer, and for others, part of the learning experience of the Brain Power activities is for you to decide if and when your answers are right. You can tell if this project succeeds if the requirements are met and the product is high quality. Getting ready for an exam. July 2009: Second Edition. E nterprise Environmental Fac tors It's easy to fall into the trap of thinking that these factors only apply to big companies. It doesn't bother saving the boring things; they never make it past the "this is obviously not important" filter. Market The way your company is performing in the market can affect the way your manage your project. Your brain thinks THIS isn't worth saving. That's why we put a whole chapter on requirements in our first book! So the Collect Requirements process is a really welcome edition to the PMBOK Guide. Portfolios contain both projects Your project sponsor provided the charter. No need to stay awake. Learning a new, tough, technical topic doesn't have to be boring. The team wanted to create a high quality product, and they fought with the PM throughout the project to try to get him to change his mind. 37. By the time you reach the end of this book, you'll have put a lot of new knowledge about project management into your brain, and it'll be time to see just how much of it stuck. Talk about it. Sometimes, more than one will apply; just pick the one that makes the most sense to you. Published by O'Reilly Media, Inc., 1005 Gravenstein Highway North, Sebastopol, CA 95472. Or there's a good chance that a competitor will beat you to it if you don't plan and making adjustments as needed. Building an extension on a house c Operation c Project 2. Are you afraid to try something different? The fact that project managers are being trained to work with teams working iteratively is a really good development, and it's great to see that being reflected on the PMP exam. If you're trying to understand something, or increase your chance of remembering it later, say it out loud. Most of what you need to know is really straightforward, and with a little review, you'll do well. We think of project management is what most people think of when they think of project management is what most people think of when they think of project management is what most people think of when they think of project management is what most people think of project management PMP exam. This is where the work gets done. you are here 4 xxxv the intro Acknowledgments Our editors: First of all, we want to thank our editor, Brett McLaughlin, for flying out to New York and spending days giving us a Head First boot camp. Praise for Head First PMP "I have been doing project management for over 30 years and am considered a subject matter expert in the PMBOK(r) Guide. Third Edition, primarily because I am the Project Manager who led the team that developed this edition, many considered a subject matter expert in the PMBOK(r) Guide. Third Edition, primarily because I am the Project Manager who led the team that developed this edition, primarily because I am the Project Manager who led the team that developed this edition. there's one thing we kept: we use the language, ideas, and practical techniques of project management, so instead of cramming, you're learning. That will help you understand all of the terminology better and make sure that there are no surprises on exam day. Down 1. This is truly something which sets it apart from the other PMP certification exam books." — Jack Dahlgren, Project Management Consultant "I love this format! Head First PMP covers everything you need to know to pass your PMP exam. All the things you make during your project are outputs— documents, plans, schedules, budgets, and the actual product that you're building. Running an assembly line in a toy factory of the contract of the contrac Operation c Project 11. All the project work happens here. It's constraints like that that make the job more challenging, but it's all in day's work for a project manager. Students will pick it up, review several pages or topics and say, 'That is how I learn, xvii table of contents 9 Getting the team together Behind every successful project is a great team. Communication Making sure that you build the right product and that you do it as efficiently as possible. Time Figuring out who should talk to whom to keep everybody in the loop on your project. Integration Estimating the time it will take to complete your project and making sure you meet the deadlines you set. Manage stakeholder expectations There are a lot of people involved in making most projects happen: the team that actually does the work, the people who pay for it, everybody who might be impacted by the project along the way. There's the slow, tedious way, or the faster, more effective way. xxii table of contents 14 Check your knowledge A little last-minute review Here's how to do this next section 673 Integrations 675 Time Questions 676 Cost Questions 679 Communications 676 Cost Questions 679 Communications 679 Communica 683 Integration Answers 689 Scope Answers 690 Time Answers 690 Time Answers 691 Cost Answers 692 Quality Answers 694 Communications Answers 695 Risk Answers 695 Risk Answers 696 Procurement Answers 697 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 Across 2. And the process framework—the process groups and knowledge areas—is the key to all of this happening smoothly. Like tigers. We thoroughly updated it to include all of the latest information to prepare you to pass the current PMP exam. The best reason to get PMP certification® is because it helps you understand all of the project management concepts available to help you do your job better. If you find yourself starting to skim the surface or forget what you just read, it's time for a break. Thanks Andrew and Jenny for putting together an exceptional study guide. Q:But I work for a company that always runs projects on really tight deadlines. Seriously, it's the best way to learn. Knitting a scarf c Operation c Project 8. We're talking emotions like surprise, curiosity, fun, "what the...?", and the feeling of "I Rule!" that comes when you solve a puzzle, learn something ewerybody else thinks is hard, or realize you know something that "I'm more technical than thou" Bob from engineering doesn't. Anyone I meet that mentions wanting to take the exam, I send them to to get the sample chapter and free test. 658 We're not all angels 659 Exam Questions 660 Exam Answers 662 I'm sorry, I can't accept the gift. O:What if I don't do all of this stuff in my job? Building a house is a classic example of a project. Shelving books at the library Operation c Project 3. And there's no simple way to tell your brain, "Hey brain, thank you very much, but no matter how dull this book is, and how little I'm registering on the emotional Richter scale right now, I really do want you to keep this stuff around." Your brain thinksTHIS is important. 2 Projects don't have to be this way 4 Your problems... But pictures and conversational style are just the beginning. Make this the last thing you read before bed. You'll learn more quickly, and you might uncover ideas you hadn't known were there when you were reading about it. 6 7 9 Create something! Apply this to your daily work; use what you are learning to make decisions on your projects. Get—and keep—the reader's attention. How much of this really applies to me? Plan and execute your project to avoid common pitfalls.PP 41. But managing their expectations is something that every project manager needs to do in order to keep a project running. The VP had suggested a new requirements gathering technique, but the PM shot it down because he'd never heard of it. And you probably don't want to spend a lot of time. Use casual language. If you're building cars on an assembly line, that's a process. For a web developer who has not taken web design classes, Head First Web Design confirmed and clarified a lot of theory and best practices that seem to be just assumed in this industry." —Ashley Doughty, Senior Web Developer "Building websites has definitely become more than just writing code. It looks just like the one you're going to see when you take the real PMP exam. Portfolios might include programs and projects. 22. 1 2 3 Are you completely new to project management? If you're running a project to build a playground, quality is important. Answers on page 18. A program is a group of projects that are managed together because of a shared benefit, xxi table of contents 13 Making good choices It's not enough to just know your stuff. But a project manager with good training can spot them and guickly figure out the best solutions. It's a good idea for you to understand the material the way the test organizes it. You remember what you care about. You're got to pay attention to all three if you want to make your project a success. Your brain on this content. You're got to pay attention to all three if you want to make your project a success. Your brain on this content. You're got to pay attention to all three if you want to make your project a success. Your brain on this content. You're got to pay attention to all three if you want to make your project a success. Your brain on this content. You're got to pay attention to all three if you want to make your project a success. Your brain on this content. 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If you want to learn C# in depth and have fun doing it, this is THE book for you." — Andy Parker, fledgling C# programmer "Going through this Head First C# book was a great experience. Here's what YOU can do to bend your brain into submission 31. 6. We used multiple learning styles, because you might prefer step-by-step procedures, while someone else wants to understand the big picture first, and someone else just wants to see an example. A:One of the useful things that you'll learn in the Quality Management chapter of this book is that sometimes the processes that seem like a lot of work up front actually end up saving you time in the end. I just don't see how we'll ever work this all out! Activity Duration Estimates Activity Attributes Resource Calendar Activity Resource Requirements Network Diagram Activity List 15. Here's where all the work gets done. you are here 4 23 introduction to the pmp exam Across all of the process groups, there are 9 knowledge areas that span all of the different kinds of information you'll need to keep up with to manage your project. Have you ever tried talking to someone in a really loud, crowded room? The more you understand, the less you have to memorize. Stop and think. A university wanted to build admissions web sites for all of their departments. The PMBOK® Guide contains best practices for dealing with problems that happen on nearly every project. From there, it's all about developing and controlling that schedule. There's plenty of evidence that physical activity while learning can increase the learning to learn C#" —Krishna Pala, MCP "Head First Web Design really demystifies the web design process and makes it possible for any web programmer to give it a try. 20 Chapter 1 try your hand Process Group Magnets The PMBOK® Guide divides the generally recognized good project management practices into 42 processes that fall into 5 process groups. (Don't worry: we'll cover that stuff in the rest of this book.) There's a whole lot of information that modern project management or cost or quality... And you're expected to learn more about the knowledge areas as you move forward in your career. xxvi We know what you're thinking xxvii

xxxvi intro how to use this book Safari® Books Online Whalways have a straight answer, because your brain is tuned to can learn from everyone's successes and mistakes so that you problems. There was another really interesting addition: the a	ten do to bend your brain into submission xxxi Read me xxxii The technic nen you see a Safari® Books Online icon on the cover of your favorite technologies and remember when it has to work at something, you are here 4 a can be better at your job. They made decisions that undercut each other, addition of iterative project phases. It is very approachable while covering art of the Online Gaming Portfolio. Most reference books don't have retenting	nology book that means the book is available online through the xxxiii the intro The redundancy is intentional and important. 6 and in the end they couldn't deliver anything at all. Project inte a great amount of detail in a unique style. We include content for	e O'Reilly Network Safari Bookshelf. 1 Tired of facing the Chapter 1 What you need to be a good project mana egration management 13. you are here 4 7 introduction for both sides of your brain, because the more of your brain.	same old problems? We included challenges, with exercises, a ger Knowledge If you pay attention to what's going on in the fing to the pmp exam Not paying attention to these characteristic in you engage, the more likely you are to learn and remember,	nd by asking questions that don't eld of project management, you es is sure to give your project and the longer you can stay
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constraints, too: risk constraints, scope constraints, and qualit productivity. In stories, examples, pictures, etc., because, well answers when you need the most accurate, current informatio amazing thing is, your brain doesn't necessarily care that the	Cost Human Resources 59. So what makes the difference between a great ty constraints. That's exactly the question that the folks at the Project Maril, because you're a person. To help you think about how those processes from Estimating the time it will take to complete your project and making su "conversation" is between you and a book! On the other hand, if the writing official Project Management Professional Exam Specification and has 10	agement Institute asked when they started putting together the together, they came up with two different ways to think about re you meet the deadlines you set. If you've worked on a lot of pag style is formal and dry, your brain perceives it the same way	eir Guide to the Project Management Body of Knowledge them. It's a virtual library that lets you easily search tho projects, you know that you face the same problems, over you experience being lectured to while sitting in a roomf	®. The project was late because the team couldn't meet the cousands of top tech books, cut and paste code samples, download and over again. We want you to get involved. Learn more at the fluid of passive attendees. Like how you should never again snow	mpany's standards for ad chapters, and find quick ne O'Reilly catalog page. The board in shorts. The simulator,
like a caption or in the body text) causes your brain to try to m work you'll want to contract out to a seller. Now that the preli send them to us. Which of the characteristics of a successful p has a good heart (intending to cover basic principles in an hor	nakes sense of how the words and picture relate, and this causes more new iminary scope statement's gone, scope management makes a lot more sensoroject manager was neglected in the failed projects listed below? We now nest way rather than just to pass the test). (To qualify to take the PMP examples of the project. She is currently Director, Production Operations of the project.	arons to fire. There's a pattern to all of the work that gets done se. But we definitely heard you, and want you to know that we to know that your ability to remember something is largely dependent, you need to show a certain number of hours of experience as	on your project. The short timeframe didn't give Kate end hink the second edition is even better than the first! And adent on its emotional content. Keep up the good work!" - a professional project manager.) Are you already PMP®	ough time to plan for risks 39. In the Plan and Acquis as always, if you've got questions about project management _Joe Pighetti Jr., PMP, Engineer "I think that under the fonts a certified and looking for a reference book on project manager	itions process, you decide what or difficult PMP topics, definitely nd formalized goofiness, the book nent? This means tracking the
Series Creators: Kathy Sierra, Bert Bates Series Editor: Brett room for more important things, like which wild animals to averanger almost always means figuring out what you're going personalized, conversational style, because your brain is tuned much if you don't have the three core characteristics of a succession.	D. 49. Get ready to change the way you manage your projects forever. This yoid and whether naked snowboarding is a bad idea."So how do you trick you to build. The activities are NOT optional. Luckily, she's a great software to do to pay more attention when it believes you're in a conversation than if it does not be a conversation than it is does not be a conversation that it is does not be a conversation than it is does not be a conversation that it is does not be a conversation to be a conversation that it is does not be a conversation to be a conversation	nk about how you think. If you're designing and building a prot our brain into thinking that your life depends on knowing enoug ester, so she started out doing it at an online service, and that's thinks you're passively listening to a presentation. Once you're e, you're going to do much more than just learn this stuff by rot	otype of a specific car model, that's a project. Sometimes gh to get through the PMP exam? The process the first time she really got a good sense of what project certified, your projects are more likely to succeed becaute for the exam—you're going to understand these concepts.	they end because you decide to stop doing the project. Your be group is where the team does the project work. Gather product management was. Use a conversational and personalized stylese: You have the skills and knowledge to make them successfults. When you think about it, all of the tools and techniques that	rain's thinking,"Better leave ct requirements Being a project e. Don't just read. We used a l. But all of that doesn't mean t are discussed in the PMBOK®
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Value and Quality Control are presented in an easy to underst keynote speaker, author, and host of The People and Projects of all of the production and review coordination to make sure than words alone, and make learning much more effective (up	onal use. Only 800 more dull, dry, boring pages. Printed in the United Stat tand format with descriptions, pictures, and examples. Q:Wait a minute — Podcast on iTunes. If you learn these tools and apply them to your job, you that the version you're holding is not only updated, but improved over the to 89% improvement in recall and transfer studies). We encourage you to excellent learning tool." — Rohn Wood, Senior Research Systems Analyst,	a quality constraint? Write your own notes. The and (a will be a better project manager. It's meant just as a guide to first edition. The PMBOK® Guide has great ideas on how to es use the PMBOK® Guide with this book. The things on the prev	Controlling process group is concerned with finding and call of the knowledge areas that project managers use on timate your tasks and put them in the right sequence to grous page are a big part of the solution, and they're all the	dealing with changes. Andy Kaufman, PMP (not to be confused the job. She gave us important feedback on the chapters as we get your projects done as quickly and efficiently as possible. Im lings that have been proven to help your brain work in your fav	with the dead comedian), is a were writing them and took care ages are far more memorable or. The combination of
requirements gathering technique but the PM shot it down be problem in a two-hour planning meeting that would've cost yo you figure out how you will do all of the work. This is done by learning more about your project as you go. Suppose you're out the work is a su	ecause he'd never heard of it The project team had so many conflicts about two weeks to fix, then that two hours you spent planning actually saved breaking the work down into 42 processes that describe different, specificant for a day hike and a tiger jumps in front of you, what happens inside you manager. As important as a tiger, you are here 4	the project that they couldn't work together. \$0.00 How the buyour project two weeks of time. A lot of the planning and docure kinds of work that project managers do. They're not optional sur head and body? ix table of contents Table of Contents (Summ	adget actually worked Start Finish1/2 Way \$0.00 -\$14,760 nentation that you'll be tested on is there to help you heastdebars—they're part of the core content! Don't skip themary) Intro xxv 1 Introduction: Why get certified? Project	0.53 same old, same old 38. But there are lots of other kinds of d off problems before they derail your project. Get involved win. While you do your best to plan for everything that will happed A project is any work that produces a specific result and is tem	constraints, too. If you find a th the stories. 29. This is where en, you know that you will keep aporary. We don't just want you to
to the first edition of the PMI Standard for Program Managem help you to manage your projects better. This one is all about the same page, they all can have a big impact on how you man Some of the Head First learning principles: Make it visual. Or	o work. When you start, you have goals and a plan, but there is always new nent and has helped teach numerous PMP exam prep sessions for both his keeping your nose to the grindstone and doing good work. One simple typ nage your project. 24 Chapter 1 A PMP certification is more than just project you can only do it if you can get one specific programmer to do the work.	local PMI chapter and his employer. Get ready to change the woo, and now the project is overbudget and dissatisfying to the cupassing a test Getting your PMP certification means that you haw Would you rather have a root canal than mix stripes with plaid?	ay you manage your projects forever. It outlines techniquestomer. Luckily, there's Communications Management, we the knowledge to solve most common project problem? That's called a resource constraint, because some of you	es for planning and tracking your costs. The PMBOK® Guide is which is how to get everyone talking about the work that's being s. While you are doing the work, you are always comparing your project resources (people you need) are restricted. Andrews	s full of practical tools that can ag done, so that they all stay on ar project to your original plan. Stellman, despite being raised a
a whippet. viii Jennifer Greene studied philosophy in college b process groups, which tell you the sequence that the processe PMP exam is based on). In the Risk Analysis processisk? Where those designations appear in this book, and O'Rei	he knew there was a pretty good chance that someone else might need the out, like everyone else in the field, couldn't find a job doing it. 213 Exam Ques are performed on a project. Try it for free at . He and Jenny first worked ess, you assign numerical values to your risks in order to more accurately a cilly Media, Inc., was aware of a trademark claim, the designations have be not exam Your problems already solved Every project eventually runs into the	uestions 219 Exam Answers 224 14. But some project managers together at that same financial software company, where he wassess them. He's since managed various teams of software engren printed in caps or initial caps. I am getting instant results from	s run their projects really effectively, while others consist as managing a team of programmers. I'm really impresse ineers, requirements analysts, and led process improvem om the first five chapters. That you're not spending one e	ently come in late, over budget, and with poor quality. Each produced with all the changes that PMI put into the PMBOKA® Guide ent efforts. xix table of contents 11 Planning for the unknown laxtra dendrite processing a hard-to-understand example, or part	ocess falls into one of the five 4th Edition (which is what the Project risk management What's a sing difficult, jargon-laden, or
and techniques it references. Deal with project constraints Sos spending. The following Programs and Projects are part of the Online Arcade Program This is a targeted re-write of all of our stakeholders. And for that, you've got to understand it. The gr	ometimes there will be constraints on the project that you'll need to deal we Online Gaming Portfolio Programs: • Online Arcade Program • Online Gar early games from the late 1980s and early 1990s for the Online Gaming I roups help you organize all of the work you do as your project progresses act. Risk Keeping everybody working toward the same goal and dealing with	ith. They realized that all of the sites would be feeding into the aming Sales and Marketing Campaign • Server Upgrade Progra Market. We know what turns your brain on. By putting PMP control to the project straight. This updated fourth e	same registration interface and decided to manage all of m • Online Store Program Projects: • Cows Gone Wild II acepts into context, you'll be able to understand, remedition takes you beyond specific questions and answers were supported to the context of the	them together in order to save time. Budgeting your project are Zarthak and the Flugelhorn Ranch Hand Games: Program Clember, and apply themâ€"not just on the exam, but on the job. with a unique visual format that helps you grasp the big picture.	nd tracking the money you are narter Project Description: The Those people are called your of project management. Defining
(positive or negative) and dealing with them when they do. The that's done in a way that's repeatable and ongoing, but is not see years, and passing the PMP® exam is your ticket to putting the boys. Touch their emotions. The Head First series designation done on the project. But no matter whether your project is big	nat's why the PMBOK® Guide is called "A Guide to the Project Management a project. But we've also created an exam simulator online so you can see that wisdom into practice. If you've read my Requirements posts, you knowns, Head First PMP®, and related trade dress are trademarks of O'Reilly Mg or small, and no matter how many resources and activities are in it, the programments of the property of the project Management of the Proje	at Body of Knowledge." It's a reference book that organizes a lowhat the test will be like on exam day. It's likely that quality is how important I think requirements management is to making ledia, Inc. Take a minute and think about how you'd approach or coses for figuring out the bottom line is always the same! Cost	It of information about how project managers do their job a much more important constraint for the heart monitor sure your projects are successful. In his scarce spare tim quality for that project, as compared to, say, a project to he t management Time to expand the Head First Lounge 322	s—but it doesn't claim to have all the information itself. An than it is for the playground. There's a whole lot that project me, Joe enjoys planning (WBS included) an amazing future with build a heart monitor for a medical device company. Defining the Introducing the Cost Management processes 325 What Alice	operation (or process) is work lanagers have learned over the his wife and playing with his two ne work that will (and won't) be needs before she can Estimate
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Media, Inc. A portfolio is a collection of projects or program Brain Power exercises don't have answers. Tell stories instead of the bids and built the garage a month under schedule and \$ thinking. Near the end of the project, he realized that he'd for brain activity, especially different types of brain activity. And a	times. They did a great job, and we're really grateful for their incredible control of lecturing. Many of the designations used by manufacturers and sellers \$5000 under budget, you are here 4 21 introduction to the pmp exam a regotten about some important tasks and his ship date slipped by two montly a big part of the PM's job is communicating with everybody and making su	cribution. More neurons firing = more chances for your brain to to distinguish their products are claimed as trademarks. or its across all of the process groups, there are 9 knowledge areas the s. With enough repetition, your brain says, "This doesn't feel in the their needs are met. Some of them are to help with memory.	o get that this is something worth paying attention to, and affiliates 1. But regardless of your own learning preferent span all of the different kinds of information you'll need inportant to him, but he keeps looking at the same thing of a some are for understanding, and some will help you app	possibly recording. So does that mean that you're helpless agice, everyone benefits from seeing the same content represented to keep up with to manage your project. Oh, one more thing over and over and over, so I suppose it must be." The faster wally what you've learned. But we did our best to make sure that	ainst unknown problems? The ed in multiple ways. They won one . And we know what your brain is y is to do anything that increases when you're working hard, it's on
126 Preventing or correcting problems 126 Finish the work, correctioners who want to pass the PMP exam. Here's where y to count the project manager! 19. Otherwise, you're in for a count these characteristics is sure to give your project problems.	ns 121 Look for changes and deal with them 122 Make only the changes the close the project 130 So why INTEGRATION management? It is the very be you fill out all of your final paperwork and get paid for the work you've constant battle, with your brain doing its best to keep the new content from This book talks about the practical applications of a lot of the ideas in the	est basic education and training book that I have read that present pleted. Cost Defining the tasks that will (and won't) be done on a sticking. Introduction I Why get certified? Once you have a good PMBOK® Guide, but you should have a pretty good idea of how	ents the processes for managing a project, which makes in the project. Human Resources 57. First, you have to get od idea of what needs to be done, you need to track your with the guide talks about the material, too. Other related bo	t a great resource for a basic project management class for be it, then make sure you don't forget it. Out loud. It's a safe, was scope as the project work is happening. 8 Chapter 1 exerci- toks from O'Reilly Applied Software Project Management Maki	ginners as well as a tool for rm, tiger-free zone. Don't forget se solutions Not paying attention ng Things Happen Practical
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Williams, PMP, MCITP, MCT Director of Business Developmer personal connections with your team and help keep everybody your brain's concerned, a picture really is worth a thousand w That's where programs and portfolios come in. 55. The last ch	e real thing) Your brain on PMP. In the end, the team washed their hands on the roject Management Processes AdaQuest, Inc. You might find that by on the right track. 2. In her spare time, she blows her retirement savings words. In some of the Brain Power exercises, you will find hints to point you hapter of this book is a full-length sample PMP exam. this is a new chapter chitects, and other engineers on lots of projects, and she's done a whole but	there are documents that are mentioned in the PMBOK® Guide traveling the country in expensive shoes and attending fabulous in the right direction. Tired of facing the same old problems? I Just you wait till I have my PMP—everyone back home wi	that you're not used to writing or creating for your proje is concerts, while in constant pursuit of maintaining a we Pay attention to whether your brain is getting overloaded ll be so impressed with all my successful projects. Your b	ects and some planning steps that you've never taken before. Y ll-balanced raw diet. Q:Do project constraints just mean restrice. Risk Tolerance Some companies are highly tolerant of risk and rain does this even when you're reading. Don't take yourself to	our job as a PM is to make ctions on time and cost? As far as d some are really risk averse. so seriously. Since then, she's
way. They surveyed thousands of project managers and analyz Ranch Hand has launched a number of programs to target the want you to really get it. 574 Response planning can even find more when you do things than when you read about things. Do	zed tens of thousands of successful and unsuccessful software projects to de online gaming market and increase our market share by 10% in the next d more risks 575 How to control your risks 581 Question Clinic: The "Whice the exercises. A conversational style helps because people tend to pay more of problems, but there are proven solutions to them and someone els	come up with a structured way of thinking about how to effective 15 months. Your brain works best in a nice bath of fluid. It's try h-is-NOT" Question 588 Exam Questions 593 Exam Answers 59 ore attention when they perceive that they're in a conversation	vely run a project. Program A program is a group of proje ving to make sure that this obviously non-important conte 8 Even the most carefully planned project can run into tr , since they're expected to follow along and hold up their	cts that are closely linked, to the point where managing them to nt doesn't clutter up scarce resources. One distinct difference ouble. We included more than 80 activities, because your brain end. Making a birdhouse c Operation c Project 9. 4	ogether provides some benefit. in a Head First book is that we is tuned to learn and remember Chapter 1 Projects don't have to
get a lot of questions and e-mails, and don't always have time lot more than text on a page. 27. Once the work is done, you need technical review process with aplomb. But it's a great reference asking when the new edition of the book is coming out. xxviii the new version of the PMP exam based on the PMBOK® Gu	to answer each one, but we do love Q&A and if it's a good question we'll to need to fill out all of the required paperwork so that your company will have and you should be cross-referencing the two books as you go. and so is intro how to use this book So what does it take to learn something? So wide, 4th Edition. A construction company bid on several parking garage process.	ry to write a good answer! You can download Head First PMP, it is records of what you did. You might find that your projects go this book! There are also nine knowledge areas that help organized well, PMP 3. "I teach Project Management for for a project management at the same time. Can I take your copy?" The impact and	2nd Edition today as an O'Reilly Rough Cut. Based on the better after you start using a new concept you are learning the processes to make them easier to learn and undenagement firm and its clients. And we put together a phenosatisfaction is immediate." — Ken Jones, PMP and project	e latest research in cognitive science, neurobiology, and educating while you study. Thanks so much, Lou! Many thanks to Karderstand. I wanted to take a minute and thank all of the people value of the people was the common to the people was manager "In today's business world, it's not just what you get	ional psychology, learning takes a en Shaner, who managed the who've been writing to us and nd edition has 100% coverage of t done, it's how you get it done.
little humor, surprise, or interest. 22 Chapter 1 process gr the date it was due, regardless of quality. An easy way to start finish. Imagine that someone really is asking the question. The theirnames how they fit together! 56. Planning for things that	whiteboard. Let's say that some of your team members won't be availble for oup solutions Process Group Magnets Solutions The PMBOK® Guide divided to doing this is to head over to the Head First web site where you'll be able at's why we put together this 200-question PMP practice exam for you. Even to could happen (positive or negative) and dealing with them when they do not book easy? 30. Personal Skills Since you're managing people, you've got to provide the solution of th	des the generally recognized good project management practice to submit your own Head Libs and see what other people have erything it can to stop them from interfering with the brain's re It seemed like the project manager just didn't think the project	es into 42 processes that fall into 5 process groups. Your come up with, too: Check out our free PMP exam simulat al job—recording things that matter. You haven't learned was important. Monitoring and Controlling Executing Di	brain will learn much more quickly if it's not. So he demanded or online. The PMBOK® Guide describes 42 processes your pr the names of theprocess groups or knowledge areas yetbut rect and manage project execution Monitor and control project	that the product be released on oject will go through from start to you can probably guess from work Perform Integrated
to see that the Manage Stakeholders process got a new name: communication 526 Question Clinic: The Calculation Question ethical decisions that aren't really covered in the body of know strategic or critical Projects are NOT: ongoing operations (or provided in the control of t	it's now the Manage Stakeholder Expectations process. 510 More Distributed in 530 Exam Questions 536 Exam Answers 539 When there are three people wledge—and it's a big part of the PMP® exam. That's why no project plan processes) Projects are NOT: always successful You might also see the work in the way you'll see them on the PMP exam. 4. If you've been turned off here is the same of the part of the	ute Information tools 512 Let everyone know how the project's e on the project, there are three lines of communication But addis complete until you come up with a budget. the authors Jenny rd "process" instead of "operation." A team might run a project	going 515 Take a close look at the work being done 516 d three more peopleto the project, and youadd a LOT of p and Andrew have been managing projects and writing all to build software, but the company might have an ongoing	Now you can get the word out 519 People aren't talking! 521 Cotentialcommunication to the project! How do you get a handle bout project management together since they first met in 1998 ag process for keeping the servers that run the software from G	Count the channels of on it? The Code helps you with . Projects are NOT: always going down. Even crossword
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the book asks you a question, don't just skip to the answer. Ev Environmental Factors. This book will not only help you pass t communication 498 Find out who your stakeholders are 500 S O'Reilly, especially Kathryn Barrett (the most fabulous publici	ven though you're constantly gathering requirements, managing stakehold the PMP, it should be used as an daily reference for practicing project managed to the PMP, it should be used as an daily reference for practicing project managed to the Message? So just how DO you go ist EVER), and Mike Hendrickson and Andrew Odewahn for giving us our series created using shared code, they'll need to be managed together to make	ers, and working within constraints, different situations can cal pagers. So he demanded that the product be released on the date that the stuff on the PMP exam is a hunge that at O'Reilly. How does your brain know what's important? I	Il for different tools for dealing with all of those challenge te it was due regardless of quality. Communications mana ry tiger? It all fits together All of the work you do on a pro n this chapter, you'll learn about a few processes you can	es. Get the learner to think more deeply. On the exam, all of the agement Party at the Head First Lounge! 494 Anatomy of composect is made up of processes. 42. Finally, we want to give a want use in your projects every day. That's because the PMBOK®	ose things are called Enterpise nunication 496 Get a handle on arm thanks to our many friends at Guide is a framework, not a
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Trainers, who have years of training experience. Benigno Simeon Cojuangco Aquino III KGCR (locally [bɛˈnignɔʔ aˈkino]; February 8, 1960 - June 24, 2021), also known as Noynoy Aquino and colloquially as PNoy, was a Filipino politician who served as the 15th president of the Philippines from 2010 to 2016. Before being elected president, Aquino was a member of the House of Representatives and Senate from 1998 to 2010, and ...



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