

PMP® Exam Prep

**Accelerated Learning to Pass the
Project Management Professional (PMP)® Exam**

By Rita Mulcahy, PMP, et. al

 **RMC** PUBLICATIONS™

Minnetonka, Minnesota

Copyright© 2018 RMC Publications, Inc.™

All rights reserved. Except as permitted under the United States Copyright Act of 1976, no part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written permission of the publisher.

Printed in the United States of America
First Printing

ISBN 978-1-943704-04-0

Library of Congress Control Number: 2017957473

Tricks of the Trade and PM FASTrack are registered trademarks of RMC Project Management, Inc. Rita's Process Chart, Rita's Process Game, RMC Learning Solutions, and RMC Publications, Inc. are trademarks of RMC Project Management, Inc.

PMI, PMP, PMBOK, CAPM, and OPM3 are registered marks of the Project Management Institute, Inc.

This publication contains material from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Sixth Edition*, which is copyrighted material of, and owned by, Project Management Institute, Inc. (PMI), copyright 2017. This publication has been developed and reproduced with the permission of PMI. Unauthorized reproduction of this material is strictly prohibited.

This publication uses the following terms trademarked by the Project Management Institute, Inc.: Project Management Institute (PMI)®, Project Management Professional (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.



Phone: 952.846.4484
Fax: 952.846.4844
Email: info@rmcls.com
Web: www.rmcls.com

This and all editions of this book are dedicated to 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.

Contents

Acknowledgments	ix
History of This Book	xi
Introduction to the Ninth Edition	xiii
Chapter 1 Tricks of the Trade® for Studying for This Exam	1
Why Take the PMP Exam?	1
Qualifying to Take the Exam	1
Are You Ready for the PMP Exam?	2
Applying to Take the Exam	3
How to Use This Book	4
Other Materials to Use to Study for the PMP Exam	8
What Is the PMP Exam Like?	9
How to Study for the PMP Exam	14
Recurring Themes—PMI-isms to Know for the PMP Exam	17
Chapter 2 Project Management Framework	23
Definition of a Project	23
Why Projects Exist	24
Operations and Projects	25
Governance	25
What Is Portfolio Management?	26
What Is Program Management?	26
What Is Project Management? Why Is It Important?	27
What Is Organizational Project Management (OPM)?	27
Project Management Office (PMO)	29
Organizational Structure	31
Project Roles	34
Organizational Process Assets (OPAs)	44
Enterprise Environmental Factors	45
Assumption Log	45
Stakeholders and Stakeholder Management	46
Work Performance Data, Information, and Reports	47
Frequently Used Tools and Techniques	47
Practice Exam	51

Contents

Chapter 3	Project Management Processes	59
	Project Life Cycles and the Project Management Process	59
	Rita's Process Chart™	65
	Initiating Process Group	85
	Planning Process Group	90
	Executing Process Group	95
	Monitoring and Controlling Process Group	100
	Closing Process Group	108
	Practice Exam	117
Chapter 4	Integration Management	125
	Rita's Process Chart™	126
	Develop Project Charter	133
	Develop Project Management Plan	143
	Direct and Manage Project Work	149
	Manage Project Knowledge	151
	Monitor and Control Project Work	155
	Perform Integrated Change Control	159
	Close Project or Phase	163
	Practice Exam	166
Chapter 5	Scope Management	181
	Rita's Process Chart™	182
	Plan Scope Management	185
	Collect Requirements	186
	Define Scope	195
	Create WBS	197
	Validate Scope	206
	Control Scope	209
	Practice Exam	211
Chapter 6	Schedule Management	221
	Rita's Process Chart™	222
	Plan Schedule Management	223
	Define Activities	224
	Sequence Activities	225
	Estimate Activity Durations	229
	Develop Schedule	238
	Control Schedule	263
	Practice Exam	265

Chapter 7 Cost Management	279
Rita's Process Chart™	280
Plan Cost Management	281
Estimate Costs	283
Determine Budget	289
Control Costs	291
Practice Exam	307
Chapter 8 Quality Management	319
Rita's Process Chart™	320
Plan Quality Management	327
Manage Quality	332
Control Quality	336
Practice Exam	353
Chapter 9 Resource Management	363
Rita's Process Chart™	364
Plan Resource Management	369
Estimate Activity Resources	376
Acquire Resources	380
Develop Team	383
Manage Team	390
Control Resources	399
Practice Exam	403
Chapter 10 Communications Management	415
Rita's Process Chart™	416
Plan Communications Management	417
Manage Communications	426
Monitor Communications	428
Practice Exam	431
Chapter 11 Risk Management	439
Rita's Process Chart™	440
Plan Risk Management	450
Identify Risks	453
Perform Qualitative Risk Analysis	455
Perform Quantitative Risk Analysis	458
Plan Risk Responses	465
Implement Risk Responses	474
Monitor Risks	475
Practice Exam	485

Contents

Chapter 12	Procurement Management	497
	Rita's Process Chart™	498
	Plan Procurement Management	505
	Conduct Procurements	535
	Control Procurements	541
	Practice Exam	558
Chapter 13	Stakeholder Management	571
	Rita's Process Chart™	572
	Identify Stakeholders	576
	Plan Stakeholder Engagement	578
	Manage Stakeholder Engagement	584
	Monitor Stakeholder Engagement	585
	Practice Exam	587
Chapter 14	Professional and Social Responsibility	595
	Rita's Process Chart™	596
	Practice Exam	608
Chapter 15	The PMP Exam: Tips for Passing the Exam the First Time	619
	Putting It All Together	619
	Formulas to Know for the Exam	629
	Before You Take the Exam	630
	Tricks for Taking and Passing the PMP Exam	631
	Common Project Management Errors and Pitfalls	634
	A Day-in-the-Life Exercise	635
Endnotes		639
Index		655

Acknowledgments

The following people made invaluable contributions to this book:

Subject Matter Experts

Sonja Almlie, PMP, CCBA, PMI-ACP, CSM
Mary Jeffery, PMP

Project Manager/Content Editor

Tori Turnquist

Copy Editor

Mary Pat Shaffer

Production Editors

Rose Brandt
Patti Frazee

Content Reviewers/Contributors

Barbara A. Carkenord, CBAP, PMP, PMI-PBA, PMI-ACP, MBA
Patricia Henaio, PMP, CPF, CSM
Margo Kirwin, CPLP, PMP, PMI-ACP, PMI-PBA
Ursula Kusay, PMP, PMI-ACP
Jean McKay, PMP, MSCIS, PMI-ACP, PMI-RMP
Nah Wee Yang, PMP, PMI-ACP, SCPM

Additional Contributors

Richard Conniff
Cynthia Holeman
Becca O'Brien Moser
Tim Mulcahy
Tia Picard
Levi Satterlee
Samuel Thulin

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 and only comprehensive resource dedicated to PMP exam preparation.

As a project manager in the late 1990s—as well as one of the world's first certified PMPs—Rita was frustrated by the 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 nine 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 in multiple languages.

Tragically, Rita passed away on May 15, 2010. RMC continues her mission today with the ninth 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. Available in English, Spanish, and Portuguese, *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.

Free Updates The purchase of this book includes access to updates regarding the PMP exam, as well as additional tricks, tips, and information to help you prepare for the exam. Access this information at rmcls.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 copied. It is true that many people use our materials legally 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@rmcls.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 that we focus on too much, or is there anything not covered that you think should be here? We would love to hear from you. Send us an email at info@rmcls.com.

Introduction to the Ninth Edition

Welcome to the ninth edition of *PMP® Exam Prep*. It's been 20 years since Rita published the first 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, RMC's best-selling materials are now sold in three different languages all over the world.

Project management is also a more complex profession than it used to be. Processes have been added, concepts have been expanded, and new techniques have been included. All of these updates have resulted in changes to the exam. There is more to learn today than ever, and this increased complexity is reflected in the ninth edition.

First, the process of managing project knowledge is now covered in the *PMBOK® Guide*. This process includes the management of knowledge and information, and results in the creation of a lessons learned register. We've updated our Integration Management chapter to include this process and to emphasize the concept that any previous organizational knowledge can be leveraged to help produce or improve the outcomes of a project.

Another big change within the *PMBOK® Guide* is the addition of Implement Risk Responses as its own process and the expansion of risk management. As part of that expansion, the Control Risks process was renamed Monitor Risks. We've updated our Risk Management chapter to reflect these changes.

We have also improved our Quality Management chapter by adding updated content, including a discussion of the Manage Quality process, which replaced the Perform Quality Assurance process. The "Manage Quality" section explains all the tools and techniques needed to perform quality management based on a project's quality management plan.

We updated our Resource Management chapter, which now includes both team members and physical resources as well as the Estimate Activity Resources process. Lastly, our Time Management chapter has been revised and renamed Schedule Management.

While these are significant changes, important aspects of our book remain the same. First, and most importantly, is the conversational tone of the book. The ninth 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 is to get you to pass the exam on the first try.

I couldn't allow 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 Sonja Almlie, Mary Jeffery, and Tori Turnquist for their dedication and hard work on this edition.

Sonja is our leading subject matter expert and Practice Director for Project Management at RMC. She was hired and trained to teach by Rita. Sonja's extensive knowledge base combined with her unique experience of working directly with Rita has allowed RMC to continue updating this book while keeping Rita's voice alive.

Mary was one of the first employees at RMC and worked closely with Rita to create many editions of *PMP® Exam Prep*. Mary's overwhelming dedication to thoroughness and quality—along with her deep understanding of project management—was an invaluable contribution to this edition.

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 been published on time, if at all.

When Rita created RMC, she did so to help people. That is still our goal and one of the driving values of this company. So enjoy the book, learn, and have fun.

What are you waiting for? Go get 'em.

Tim Mulcahy

President and CEO

RMC Learning Solutions and RMC Publications

Tricks of the Trade[®] for Studying for This Exam

O N E

Why Take the PMP Exam?

Preparing to take the PMP exam is a journey. If you let it, this journey can help you expand yourself and your abilities. In preparing for the exam, you have an opportunity to become a better project manager—not just pass the exam. 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 four-hour testing period. Instead, you need to take your knowledge to the next level. You need to truly understand the process of project management and what value that process can bring to your daily work on projects. The PMP exam is an international exam designed to prove your knowledge and experience in applying the art and science of project management. The exam focuses on situations you might encounter in the real world, rather than just asking you to repeat data you have learned. Achieving the PMP certification is a way to set yourself apart.

In addition to the opportunity to improve yourself and your abilities, there can be financial incentives for passing the exam. A 2015 salary survey conducted by the Project Management Institute (PMI[®]) found that PMP-certified project managers, across all countries, are paid on average 20 percent more than those without this certification. RMC has had students who received a bonus, a raise, or both when they passed the exam. Other students 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

To take the PMP exam, you must meet the requirements outlined by PMI. The current requirements are described in the following table.

Category	General Education	Project Management Education	Project Management Experience		Number of Questions
One	Bachelor's degree	35 contact hours	4,500 hours	Three years	200
Two	High school diploma	35 contact hours	7,500 hours	Five years	

RMC offers CAPM exam prep courses (classroom or online training) and a CAPM Exam Prep System of products to use in preparing for the CAPM exam. Visit rmcls.com for more information about this series of products and courses.

Keep in mind that just because you qualify on paper to take the exam does not mean you will be able to 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 do not meet the requirements in the previous table. You can find the requirements for the CAPM exam at pmi.org. At the time this book was published, CAPM test takers were required to have a high school diploma as well as 1,500 hours of experience working on projects or 23 hours of project management education to qualify for the CAPM exam.

Are You Ready for the PMP Exam?

In RMC's experience, 50 percent 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. This 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, network diagram, and management plans)—you probably need additional project management training before continuing to study.

Another large percentage of people who fail the exam do not have real-world experience working on large projects. Instead, they may be managing a help desk or small projects; some might not even be working as a project manager. The PMP exam is designed to identify those who have not had project management training and who do not have experience. It is not an exam for a beginning project manager or for one who hopes to become a project manager. On the exam, it is helpful to answer questions from the perspective of a project manager who is managing large projects. Therefore, the more experience you have had working on large projects with the tools and techniques as well as the inputs and outputs described in the *PMBOK® Guide*, the better prepared you will be for the exam.

The following are examples of large projects:

- Designing a new call center (versus handling small call center projects)
- Designing a new manufacturing process (versus manufacturing a standard product for a customer)
- Installing commercial software across a company (versus installing a PC desktop operating system and associated software updates)
- Designing and constructing a new building (versus getting an existing building repainted)

What is the depth of your knowledge and understanding of project management? Review the following list. 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 working on large projects. Review the following list of topics covered on the exam. 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 process for managing projects, including why each step is necessary
- The roles of the project manager, sponsor, team, and stakeholders
- The use of historical information from previous projects
- The use of lessons learned from previous projects as well as the creation of lessons learned for current projects
- What a project charter is and how to create it
- What a work breakdown structure (WBS) is (not a list or bar chart) and how to create it
- How to manually create a network diagram
- What the critical path is, how to find it, and what benefits it provides the project manager
- Three-point estimating
- Monte Carlo analysis
- Earned value analysis
- Schedule compression (crashing 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
- What is included in the process of risk management
- Calculating reserves and understanding their relationship to risk management
- Creating a realistic and approved project management plan that you are willing to be held accountable to achieving
- Monitoring and controlling the project according to the project management plan
- Managing change requests, and controlling change
- Considering the professional and social responsibilities expected of a project manager when managing a project

On large projects, a project manager does not have time for incorrect project management activities. A project can easily get out of control if the project manager spends too much time solving problems rather than preventing them, or micromanaging people instead of making sure they know what they need to do before the project starts. When 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 manager of a large, plan-driven project should be doing. This will help you identify gaps between your own project management experience and PMI's approach to managing projects, and will therefore better prepare you to answer questions on the exam.

Applying to Take the Exam

You must submit an application to PMI to take the exam. Applications may be submitted online or by mail. Submit online if at all possible, since PMI's response time is faster for electronic submissions. In addition, the online application process makes it easier for you to document your project management hours and experience while adhering to the application guidelines. (Numerous spreadsheets for documenting your

If you are unfamiliar with any of the items in this list, we suggest you take our three-day PM Tricks of the Trade® in-person or Live Online class. This course will assist you in dealing with situational questions on the exam, and will also give you over half of the contact hours required to sit for the PMP exam. Please visit rmcls.com or call (952) 846-4484 for more information.

project management experience are available online, but using one not created by PMI often means you'll end up duplicating your application efforts.) After submitting your application, you'll receive a notice that will confirm your 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 may be subject to an audit of your application before it is approved. Be aware that an audit will delay your authorization to take the exam.

The exam is usually offered on a computer at designated testing sites, but it might be different depending on the country you are in. Your authorization notice will give you specific instructions. The PMI website has information about testing locations and languages available for the exam; visit pmi.org for details.

Once you receive your authorization notice, you must pass the exam within one year. (You can take the exam up to three times within that year; if you fail all three times, you must wait one year to reapply for the exam.) In some instances, testing centers may not have openings for several weeks.

How to Use This Book

Be Sure You Have Current Materials for the Exam Before you begin using this book, you should 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. Previous editions of this book are out of date and should not be used to try 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 6, 2017, and is meant to be used to study for exams taken after March 26, 2018. This edition also reflects the information in the Exam Content Outline dated June 2015.

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), Rita's Process Chart™, 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 of our PMP Exam Prep System that includes our PM FASTrack® Cloud exam simulator as well as our *Hot Topics* flashcards.

Introduction to Each Chapter The introductory discussion provides an overview of the chapter and key information for understanding the material covered in the chapter.

Quicktest The list at the beginning of each chapter indicates the topics covered in the chapter and our impression as to their general order of importance. To test your knowledge of the chapter contents and to review what is most important, refer back to this list when you are finished with each chapter.

Rita's Process Chart™ Created in 1998 for the first edition of this book, Rita's Process Chart™ has been greatly expanded to help you understand the process of managing a project. It is a key trick for passing the exam with less study. You will first see this chart in chapter 3, Project Management Processes. It then appears in most of the remaining chapters in the book, with the relevant processes highlighted for each chapter. Use the chart at the beginning of each chapter 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 many exercises. These materials, which can be found within each chapter, have been developed based on accelerated learning theory and an understanding 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. They 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. If you want to keep yourself from seeing the answers, here is a trick: keep a blank piece of paper handy to cover the answers until you have completed each exercise and are ready to review them.



Also included in the review material are tricks to passing the exam called Tricks of the Trade® (a registered trademark of RMC). The 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. Many of the Tricks of the Trade® first described or presented in this book have since become industry standards.



Our method of helping you prepare for the exam does not focus on rote memorization. It focuses on understanding the actions and tools of project management. The few things you should memorize are designated by this image.

Practice Exam The practice exam at the end of each chapter allows you to review the material and test your understanding. Please refer to the “How to Study for the PMP Exam” section on page 14 to understand how and when to use these practice exams as part of your overall study plan. On the following pages, you will find a score sheet to use as you take the practice exams. Make a copy of it for each practice exam.

Note that the practice exam questions are representative of the knowledge and principles tested on the exam. However, in many cases, the exam questions are much longer than those presented in this book. To gain valuable experience answering longer questions, consider purchasing PM FASTrack® Cloud exam simulator, described below.

Please also keep in mind that you cannot simply practice answering questions to prepare for the exam. The questions in this book and in PM FASTrack® are provided to help you assess your knowledge and become familiar with the types of questions on the exam. Make sure you focus your study efforts on reading this book, doing the exercises and review activities, and filling gaps in your project management knowledge.

Endnotes Throughout this book, you will see superscripted note references when many project management terms are first introduced. These notes provide the historical origin of the 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, do not continue to read them. Instead, focus your study efforts on the primary content of this book.

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 “How to Study for the PMP Exam” on page 14. To access a free demo of the exam simulator, visit exams.rmcls.com.

The questions in this book are representative of what you may see on the exam, but do not simulate the complete range and depth of all PMP exam questions.

Please see the “Practice Exam” section on this page for more information.

PLEASE NOTE: RMC does not currently offer PM FASTrack® via amazon.com, auction sites, or e-commerce sites other than its own (rmcls.com). PM FASTrack® 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. If you wish to purchase a subscription to the exam simulator that complements this book, visit rmcls.com.

Score Sheet Use this score sheet to test your understanding. Make a copy of it for each chapter's practice exam. (NOTE: If you are using RMC's PMP Exam Prep System, please see the study plan on page 14.)

Question Number	First Time	Why I Got the Question Wrong	Second Time	Why I Got the Question Wrong
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				