

## CHAPTER ONE

# Introduction

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It is nine o'clock in the morning wherever you are. You have arrived at a learning center and are about to take the Project Management Institute Certification exam for Project Management Professional (PMP). You have two pencils, a few clean sheets of paper, and a four-function calculator. You also have just about enough adrenaline flowing to go out and run a marathon. Before that marathon, though, you have the little matter of a certification exam to take.

You have a tendency for short-term memory loss when you're filled with adrenaline. So, do not get up early in the morning and try to cram in a few more minutes of stressed-out study; it will not help you. Finish studying the night before, get some sleep, and then wake up ready to take the test.

After you receive authorization from PMI, you can schedule your own exam. The examination is done at learning centers, all of which offer just about the same facilities. You can choose the time of day that you take the exam, so you need to know when your best test time-taking hours of the day are. Having taught at several universities over the years, my experience has been that morning test takers generally do better than people who take the test later in the day. Of course, this is not true for everyone, so make a decision when you will be the most comfortable. Remember to take as much charge as you can of the environment and time of the test.

Repeat after me: "I am not here to take this test, I'm here to pass it."

Onward.

## The PMBOK

The official definition of project management from the Project Management Body of Knowledge, the PMBOK® (pronounced “pimbok”), is “The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.” Much of the writing in the PMBOK is like that—rather terse, with lots of information in a single sentence. It is a key to passing this exam to get comfortable with the style of writing in the PMBOK and to know the definitions that are specific to the PMI. The best place to find the definitions is in the Glossary section of PMBOK. It is a good idea to learn these definitions exactly as they are written because they will be given in the test, and the key to being successful on this examination is to understand what is wanted by PMI. You may have had extensive experience in project management and have your own vocabulary, but for this examination, the Glossary definitions are the ones you should use.

**Q. The \_\_\_\_\_ is the official text for the PMI examination.**

- |   |                                       |
|---|---------------------------------------|
| <input type="checkbox"/> A. Dictionary  | <input type="checkbox"/> B. Thesaurus |
| <input type="checkbox"/> C. PMI Lexicon | <input type="checkbox"/> D. PMBOK     |

The answer is D. Make sure that you have a copy, which you can buy through the PMI website. If there is any question as to the correctness of an answer, the answer should conform to materials found in the PMBOK.

The questions on the exam always have four answers. An important fact to remember is that there are instances on the examination where two answers shown are potentially correct. It is your task to make sure that you pick the answer that is found in the PMBOK. Here is an example of a question where anyone who has read through the PMBOK knows that C, project management, is the answer. A person coming to the test from another discipline might answer B, management systems. You answer the questions according to the PMBOK.

**Q. The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements is:**

- |  |  |
|--|--|
| <input type="checkbox"/> A. Project Administration | <input type="checkbox"/> B. Management systems |
| <input type="checkbox"/> C. Project Management     | <input type="checkbox"/> D. Common knowledge   |

The answer is C. This is the exact quote from the PMBOK. You now have gotten one question correct on the exam.

**Q. There will be questions where \_\_\_\_\_ answers appear to be correct.**

- |                                  |                                   |
|----------------------------------|-----------------------------------|
| <input type="checkbox"/> A. Four | <input type="checkbox"/> B. Three |
| <input type="checkbox"/> C. No   | <input type="checkbox"/> D. Two   |

The answer is D. Be careful when you are taking the exam. If two answers look correct, then you should answer with the PMBOK in mind. The final reference for the correctness of answers lies in knowing how the answer was explained in the PMBOK.

**First big rule for taking the certification examination:**

**Look at all the answers before you answer the question.**

The test is given on a computer. You are given a chance to see how the mouse works and what your questions look like on the screen, and this is done without taking any time off of your test-taking time. Then you begin the examination. As you see the questions come up, you will have three options. First, you can click on the correct answer if you are certain of it. If there is no doubt in your mind, click on it and go on to the next one.

The second option is to mark an answer but not to finalize it at that time. Instead, you can choose to come back to the question after you have gone through the test. Generally, the answer you choose first is going to be the answer that you should use, so click on one of the answers if you have a feeling about what is correct, but you do not have to make a final decision right at that time.

The third option is to go past the question and come back to it later. If the question is confusing, if you don't know the answer, or if the answers that are shown are not what you were expecting, go past the question. This point cannot be stressed enough. You do not need to spend time at the beginning of the exam on questions that you do not feel comfortable with. Go through the examination and get the questions that you are certain you know. Usually there will be one hundred or more questions that you can answer comfortably.

Because you need one hundred and forty answers to be correct, you start with a good step up with one hundred questions that are correct. The next forty questions are the ones you should take time with and the ones that will determine how you do on the examination.

**Q. Which of these is not an option when taking the PMP certification examination?**

- A. Leaving questions blank and finishing the test.
- B. Clicking on the correct answer the first time you see the question.
- C. Leaving questions blank and then coming back to answer them.
- D. Clicking on the answer you think may be correct but not making that your final answer at the time.

The answer is A. You must pick an answer for all of the questions on the test before you are allowed to finish.

**Q. You should always:**

- A. Click on the first answer that seems correct.
- B. Never click on any answer but come back later.
- C. Read all the answers carefully before clicking on one.
- D. Expect to get several answers wrong in any case.

The answer is C. Take time to read all the answers, even if you are sure that the answer under the letter A is the correct one. You may find that there will be an even better answer in the four-part list.

**How Much Time Do I Have?**

You will have four and a half hours to take the exam, although you can't start to take it, stop, and then come back later. Most people finish the exam within three hours; two and a half seems to be the mean. In other words, you've got plenty of time to do the exam, and this is particularly true if you use the tips throughout this book. There is no need to rush or panic.

Each question on this exam is worth exactly as much as the next. The very simple ones and the more complex ones are not weighted against each other; all are the same weight. So if you do not want to deal with a question that you do not understand at first, do not. You must answer all the questions on the examination before you can complete it. If you come to the end of the exam and there are still a few questions that you cannot figure out, simply choose a letter and click. You will have at least one chance in four of getting the correct answer. You must finish all the questions before

finishing the exam. When you click on the finish button, you will get your score almost immediately. When you pass the exam, the learning center will give you a certificate, and you will be PMP certified. Within two weeks, you will receive your certificate from PMI. Frame it; you earned it.

**One question, one point—all questions are worth the same value.**

These are some of the types of hints you should keep in mind when preparing for the exam. You do not have to answer all the questions to do well; this is a simple pass/fail exam.

**Q. All the questions on the examination are worth \_\_\_\_\_.**

- A. The square root of the difficulty of the question.
- B. The importance given to the question by the PMBOK committee.
- C. The same.
- D. The degree of difficulty given to the question by a panel of international judges.

The answer is C. No matter how complex the question, it does not get you any more points than the simplest question. Remember this as you take the examination. Although you may get some satisfaction from working out a complex question, the simple definition of a project is worth just as much.

## Project Management and Projects

Many of the most famous projects in history involved construction or engineering of some sort. The pyramids of ancient Egypt were built over hundreds of years but are still considered projects. Notre Dame Cathedral in Paris took roughly 200 years to build and had dozens of what we would now call project managers, although that term was not in use during these two massive projects.

The important information concerning any project is in the definition we give for projects. PMBOK suggests that **A project is a temporary endeavor undertaken to create a unique product, service, or result.** Memorize this. You will certainly be asked about it on the exam.

Let's look at what this definition means to us as project managers. First, the fact that a project is temporary means that the management of the project is very different

from managing a standard operating organization. Resource needs, financial considerations, quality concerns, risk management, and communication needs are all concerns that arise because a project has a specific beginning and ending.

**Q. A project is a \_\_\_\_\_ endeavor undertaken to create a unique product, service, or result.**

- A. Difficult
- B. Complex
- C. Critical
- D. Temporary

The answer is D. Although all of the other answers may be true, the temporary nature of the project is one of the major defining characteristics of a project.

Many organizations have difficulties in placing project managers because projects do not continue to be managed year after year as do the operations of a standard organization, so there may be slack or down time for the project manager. This “on the beach” or “on the bench” time is when project managers like you can help with other tasks in the organization such as responding to RFPs (Request for Proposal), or you can use the time to learn new skills that will help you on your next project. However, during this time, you are not actually project managing, and that is difficult for some organizations to defend—having someone on the payroll who is not actually doing the job for which he or she was hired.

For the most part, project managers become project managers because the organization needs someone to manage a project, and that need is often filled with someone who did not come to the organization as a project manager. There are very, very few organizations that have planned paths that lead to project management positions as a part of their overall HR strategy. Before 1969, there was no governing body to define the role of a project manager and no tests that could certify someone as a project manager. There were many good project managers working in a variety of industries, but there was no single certification or examination that would be accepted universally. The Department of Defense was one of the leaders in this area because it needed project managers for much of the construction it did as well as major projects such as those done by NASA. But the training given in the DoD was not the single international standard for project management, and that changed in 1969.

In 1969, the Project Management Institute was formed, and topics were discussed and material was written on the topic of project management. These early offerings gave way to the Project Management Body of Knowledge, the PMBOK. The PMBOK that we are referencing in this book is one that has gone through major revisions as project management becomes more and more a major type of management in our modern era.

A second event further codified the standards for project management when in 2000 ANSI (American National Standards Institute) declared that the standard for project management literature would be the PMBOK. This action changed the project management world. The PMBOK is now the official book to read, and the materials from it make up the official exam that qualifies the test taker as a Project Management Professional, or PMP.

**Q. PMI was founded in:**

- |                                  |                                  |
|----------------------------------|----------------------------------|
| <input type="checkbox"/> A. 1954 | <input type="checkbox"/> B. 1969 |
| <input type="checkbox"/> C. 1970 | <input type="checkbox"/> D. 2000 |

The answer is B. PMI was founded in the late sixties.

**Q. In 2000, \_\_\_\_\_ certified the PMBOK as the standard for project management literature.**

- |  |  |
|--|--|
| <input type="checkbox"/> A. American Academy | <input type="checkbox"/> B. Ohio State |
| <input type="checkbox"/> C. ANSI             | <input type="checkbox"/> D. Sorbonne   |

The answer is C. The American National Standards Institute is the body that governs standardization of information in the U.S. This is important because this is the first time that any document or book has been accepted as the single standard for project management in the United States.

One of the problems, albeit a small one, with the PMBOK is that there are several different writing styles within the book because it has multiple authors. This means that you will see slightly different styles of explanation. Throughout this book, we'll make sure that the questions and explanations you see conform to PMI and are explained as clearly as possible.

## Two Different Models of Approaching the Study of Project Management

### The Phase Approach

Within the structure of a project, there are five phases: Initiation, Planning, Execution, Control, and Closing. Some people study for the exam by using each phase as a separate study area, looking at the key components from initiation, planning, and so on. Although this works well when looking at a project from its inception, it becomes very difficult to place management actions only in one phase. For instance, you will be doing project risk management throughout the entire project. You do not simply do a risk plan once and leave it. Risk is managed in every phase, and so are many other project plans.

**Q. Planning and Closing are two parts of a \_\_\_\_\_ approach to project management.**

- A. Tactical
- B. Phase
- C. Methodical
- D. Practical

The answer is B. The phase approach is one of the ways in this book used to prepare for the examination.

What is helpful in managing a project with the phase approach as your model is that you can see the dependencies that occur throughout an entire phase as well as the entire project, and you are able to see the different ways in which certain things will interact during the project. Working through and planning the project phases is the best way to manage an actual project, and the phase approach of study will help to explain how the actual flow of a project occurs.

In this book, we will discuss the five phases, and we will tie two phases together because phases overlap during a project. So Initiation and Planning are the topic of one chapter, Planning and Execution are the topic of another, and so on. It is impossible to actually manage a project without overlapping phases.

One other reason that the phase approach is used is that some topics do not fit exactly into one knowledge area from the PMBOK. These are the topics that are discussed in the phase part of the book. Although there is some redundancy between phase topics and knowledge areas in terms of content, looking at the topics from different viewpoints will help you with the examination.

## The Knowledge Area Approach

This is the way the PMBOK is structured. There are nine separate areas of study: Integration, Scope, Cost, Time, Quality, HR, Communications, Risk, and Procurement. Each knowledge area is given a chapter in the PMBOK that explains the facts that PMI thinks are important in the study of the particular topic. Most of the chapters are fairly short. The problem is not how long or short the knowledge area chapters are in the book; it's the fact that there is so much to learn in each topic that each chapter could be a doctoral dissertation area. This book will give you the knowledge that is required in a certain study area to satisfy testing requirements and also will link it to the rest of the areas because there are constant interactions between knowledge groups when a project is actually going on.

Because PMBOK is structured by knowledge areas, it would seem that you should study this model. Actually, if you only had one way to look at the exam and actual project management performances, that would be true. But the PMBOK doesn't give you everything you need to know about passing the test, nor does it have depth in more demanding project management practice areas. So it will be one of the learning models we will concentrate on for the test, but it is not the only model for preparing for the test.

Each knowledge area has several processes within it. These are subdivided into three categories: Inputs, Tools and Techniques, and Outputs. An example is the process areas found within the Scope Management Chapter of PMBOK. These five process areas are listed in the PMBOK as Scope Planning, Scope Definition, Create WBS, Scope Verification, and Scope Change Control. Within each of these are Inputs, Tools and Techniques, and Outputs. Some people like to memorize every one of the processes, and this can be helpful. The processes are detailed in Chapter 3 of the PMBOK. This chapter, titled "Project Management Processes," is a good one to read to understand how the processes fit into the phases. Make sure you read the first three chapters of PMBOK in depth. They help to explain how the entire project management process is linked together with all its sub-processes.

**Q. Each knowledge area is divided into \_\_\_\_\_ areas.**

- |  |                                       |
|--|---------------------------------------|
| <input type="checkbox"/> A. Tactical           | <input type="checkbox"/> B. Process   |
| <input type="checkbox"/> C. Project management | <input type="checkbox"/> D. Strategic |

The answer is B. Each of the knowledge areas has several subdivisions that are process areas.

**Q. Each process is divided into:**

- A. Inputs, Tactics, and Strategy
- B. Inputs, Outputs, and Tactics
- C. Inputs, Tools and Techniques, and Tactics
- D. Inputs, Tools and Techniques, and Outputs

The answer is D. It is helpful to know what the three areas are in each of the processes, and this can be found in the third chapter of PMBOK.

**Q. Which is the best model for studying for the PMI examination?**

- A. The Phase Model
- B. The Knowledge Area model
- C. Both models
- D. The DoD model

The answer is C. Use parts of both the Phase and the Knowledge Area model. In this book we will be offering various ways to approach the knowledge you need to pass the test. For some people, one model fits their cognitive process; for other people, another model is best. In this book you get a variety of ways to understand, memorize, and use information for the exam in the future. By using a combination of the two, we think you'll have the best chance of passing the exam and going on to become a PMP.

**How Is the Test Constructed?**

The test consists of 200 questions over the nine knowledge areas and the five phases. According to PMI, here are the percentages of questions asked by phase.

<u>Phase</u>	<u>Percentage</u>
Initiation	4
Planning	37
Execution	24
Control	28
Closing	7

Note that the Planning/Execution/Control phases comprise 89% of the test and that Planning has the most questions of all on the examination. Concentrate on these areas because that is how the examination is written.

**Q. The single phase that has the most questions about it on the examination is the \_\_\_\_\_ phase.**

- |                                      |  |
|--------------------------------------|--|
| <input type="checkbox"/> A. Closing  | <input type="checkbox"/> B. Initiation |
| <input type="checkbox"/> C. Planning | <input type="checkbox"/> D. Control    |

The answer is C. On the examination, 37% of the questions will focus on planning.

## Questions You Should Not Answer

There are questions on the examination that you should not take the time to answer, at least on the first reading of the examination. These may be questions that are extremely complex, questions that are outside of your comfort zone from your study, or questions where you really have no idea of the answer when you first encounter them. Taking this exam consists of being aware of how much time you have, strengths in your study, and ways to pass the exam, not trying to get 100%. I have had many people tell me that the first few questions were confusing to them. There are going to be some confusing questions in all examinations. The best way to get rid of this stress is very simple. Keep on going through the questions until you find one whose answer you know for certain. Answer it and go on with the exam. By going through and finding questions that you understand, your stress level will come down, and later you can go back to questions that may have been daunting at first. Remember ONE QUESTION, ONE POINT. Let the exam “come to you” by working with questions that are in your strengths. Do not worry even if you have to go to the fifteenth question before you see one about which you’re certain. Go there, get started, and you will find yourself relaxing, which is a key to test taking.

## Why Do People Fail This Exam?

There are many reasons people fail an exam. The most common reason is that they didn’t study enough. There are many good books available on the PMI examination that basically consist of a list of potential questions. These are very helpful in getting used to the styles of questions, and they help get the test taker more comfortable with the exam.

However, this type of studying comes apart if you memorize answers to specific questions instead of learning the content of the material. This book will give questions because questions are a good learning aide. But there will also be discussion about the answers so that the test taker understands what both the question and the answer mean. Do not just learn long lists of questions; learn the topic.

Another reason people fail a test of this type is that they fail to read all of the answers. There are several questions on the exam that have two answers that are very close. Your job is to understand the answer that PMI wants and use it. By failing to read all of the questions, your answer may not be the one that PMI is looking for. Within this book, we'll be looking at the questions through the eyes of the PMBOK.

People come up to me all the time and say, "I've been a project manager for more than 20 years. Do I need to study for the exam?" The answer is a resounding yes. I've known excellent PMs who weren't certified and who took the exam without a class and without using a book like this. Most of them failed to pass. It may be that the experience is there but learning the style of the PMBOK is critically important. So use this book as a platform to understand what is expected of you for the PMP exam.

**Q. What is the best time to sit for the examination?**

- A. Immediately after taking the course
- B. When you feel comfortable
- C. When the teacher tells you to do so
- D. Whenever your organization thinks it is time

The answer is A. You have the best short-term memory right after the course, so you should take the test as soon as possible after you have finished the course. The longer you wait, the more studying you will have to do to pass the exam.

### What Do I Need for the Exam?

First, you need your authorization letter from PMI. Bring it to the testing center. Also, bring a four-function calculator. Any calculators that are programmable will be taken away from you. The testing center will give you scrap paper and pencils. You should turn these in at the end of the test.

(One quick aside: if there are formulas that you want to remember, write them down immediately when you are in the examination room. This is the best way to make sure you have them down correctly. This procedure is in compliance with the test.)

You will be given a 15-minute computer tutorial, and then you will begin the test. When you have answered all the questions and signified you are finished, the computer will tell you whether you have passed right then and there, and a certificate will be printed out. This is a nice moment, at least for the many students I have talked with after they passed the examination. (If you do not pass, inquire what needs to be done to reschedule. Do not take too long to reschedule because you will begin to forget short-term memory materials.)

### **When Should I Apply to Sit for the Exam?**

As soon as you have finished studying and you feel ready. When teaching the exam for PMI, I wanted the students to have their test dates scheduled at least half way through the class so that they would be taking the exam only a week or two after finishing. This is the standard way you have tests scheduled in an academic setting. It would be highly unusual for a school to schedule an examination covering a course that you had a half a year ago. You do not need a lot of extra study time after you've taken a course. The time immediately after taking a course is the time when the information is at the front of your consciousness. Submit your request by email (not snail mail) and be ready to go and pass the exam.

## **Style of the Book**

This book will include questions in the body of text. This is done to reinforce specific pieces of information that are important for the examination. Many of the questions come right after the discussion of the topic, as you have already seen in this chapter. This will help you focus on the information and also will give you an idea of the way in which the questions are found in the examination. There are also questions that are part of the teaching process, so you should pay careful attention to any and all questions found in this book.

The two models of project management in the PMBOK are the Phase model and the Knowledge Area model. Both are used and discussed in this book. There are overlaps between the two, and the redundancy in information is intended. Certainly you should know that if a topic is explained in both the phase and knowledge areas of the book that the topic is important and will be examined on the test.

There may be several discussions throughout the book of a single topic. This is done to offer different ways of understanding the topic to the reader. One of the explanations may be easier to comprehend than another. The reader can choose the explanation that makes the most sense to him or her, although all explanations are intended to help the reader get a grasp of the basic information.

At the end of each chapter, there will be a list of questions that have been used throughout the text of the chapter. This time, the answers will be separate so that you can use each chapter as a test on the materials. The answers and explanations of the answers if necessary will also be found at the end of the chapter.

There will be a mid-book test of one hundred and nine questions. This is done after the phases are taught. Use this mid-book exam to see how you are doing up to that point. You will get a good feel about your progress from how you are scoring on the mid-book exam. You should take no more than one and a half minutes as an average for each question. Because you will have already seen most of the questions in the mid-book exam, you should not need too long to get the correct answer. The questions in the mid-book exam are mixed, whereas the questions at the end of other chapters are focused specifically on the chapter that precedes them.

This first chapter gives you basic ideas about how to pass the examination and some basic terms. The following chapters will be on specific project management techniques and practices that you can use in your professional life as well as when preparing for the PMP certification examination.

## Questions from Chapter One



1. The \_\_\_\_\_ is the official text for the PMI examination.
  - A. Dictionary
  - B. Thesaurus
  - C. PMI Lexicon
  - D. PMBOK
  
2. The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements, is:
  - A. Project Administration
  - B. Management systems
  - C. Project Management
  - D. Common knowledge
  
3. There will be questions where \_\_\_\_\_ questions appear to be correct.
  - A. Four
  - B. Three
  - C. No
  - D. Two
  
4. Which of these is not an option when taking the PMP certification examination?
  - A. Leaving questions blank and finishing the test.
  - B. Clicking on the correct answer the first time you see the question.
  - C. Leaving questions blank and then coming back to answer them.
  - D. Clicking on the answer you think may be correct but not making that your final answer at the time.
  
5. You should always:
  - A. Click on the first answer that seems correct.
  - B. Never click on any answer but come back later.
  - C. Read all the answers carefully before clicking on one.
  - D. Expect to get several answers wrong in any case.
  
6. All the questions on the examination are worth \_\_\_\_\_.
  - A. The square root of the difficulty of the question.
  - B. The importance given to the question by the PMBOK committee.
  - C. The same.
  - D. The degree of difficulty given to the question by a panel of international judges.

7. A project is a \_\_\_\_\_ endeavor undertaken to create a unique product, service, or result.

- A. Difficult
- B. Complex
- C. Critical
- D. Temporary

8. PMI was founded in:

- A. 1954
- B. 1969
- C. 1970
- D. 2000

9. In 2000, \_\_\_\_\_ certified the PMBOK as the standard for project management literature.

- A. American Academy
- B. Ohio State
- C. ANSI
- D. Sorbonne

10. Planning and Closing are two parts of a \_\_\_\_\_ approach to project management.

- A. Tactical
- B. Phase
- C. Methodical
- D. Practical

11. Each knowledge area is divided into \_\_\_\_\_ areas.

- A. Tactical
- B. Process
- C. Project management
- D. Strategic

12. Each process is divided into:

- A. Inputs, Tactics, and Strategy
- B. Inputs, Outputs, and Tactics
- C. Inputs, Tools and Techniques, and Tactics
- D. Inputs, Tools and Techniques, and Outputs

13. Which is the best model for studying for the PMI examination?

- A. The Phase model
- B. The Knowledge Area model
- C. Both models
- D. The DoD model.



**14. The single phase that has the most questions about it on the examination is the \_\_\_\_\_ phase.**

- A. Closing
- B. Initiation
- C. Planning
- D. Control

**15. What is the best time to sit for the examination?**

- A. Immediately after taking the course
- B. When you feel comfortable
- C. When the teacher tells you to do so
- D. Whenever your organization thinks it is time



## Answers from Chapter One



1. **The answer is D.** Make sure that you have a copy, which you can buy through the PMI website. If there is any question as to the correctness of an answer, the answer should conform to materials found in the PMBOK.
2. **The answer is C.** This is the exact quote from the PMBOK. You now have gotten one question correct on the exam.
3. **The answer is D.** Be careful when you are taking the exam. If two look correct, then you should answer with the PMBOK in mind. The final reference for the correctness of answers lies in knowing how the answer was explained in the PMBOK.
4. **The answer is A.** You must pick an answer for all of the questions on the test before you are allowed to finish.
5. **The answer is C.** Take time to read all the answers even if you are sure that the answer under the letter A is the correct one. You may find that there will be an even better answer in the four-part list.
6. **The answer is C.** No matter how complex the question, it does not get you any more points than the simplest question. Remember this as you take the examination. Although you may get some satisfaction from working out a complex question, the simple definition of a project is worth just as much.
7. **The answer is D.** Although all of the other answers may be true, the temporary nature of the project is one of the major defining characteristics of a project.
8. **The answer is B.** PMI was founded in the late sixties.
9. **The answer is C.** The American National Standards Institute is the body that governs standardization of information in the U.S. This is important because this is the first time that any document or book has been accepted as the single standard for project management in the United States.
10. **The answer is B.** The phase approach is one of the ways in this book used to prepare for the examination.
11. **The answer is B.** Each of the knowledge areas has several subdivisions that are process areas.
12. **The answer is D.** It is helpful to know what the three areas are in each of the processes, and this can be found in the third chapter of PMBOK.



13. **The answer is C.** Use parts of both. In this book we will be offering various ways to approach the knowledge you need to pass the test. For some people, one model fits their cognitive process; for other people, another model is best. In this book you get a variety of ways to understand, memorize, and use information for the exam in the future. By using a combination of the two, we think you'll have the best chance of passing the exam and going on to become a PMP.
14. **The answer is C.** On the examination, 37% of the questions will focus on planning.
15. **The answer is A.** You have the best short-term memory right after the course, so you should take the test as soon as possible after you have finished the course. The longer you wait, the more studying you will have to do to pass the exam.



