

ALVIN'S CHEATSHEET

PMBOK® Guide 7th Edition

FIRST EDITION

By Alvin the PM

Creator of AlvinthePM.com

© 2023 Alvin the PM

ALL RIGHTS RESERVED



Thank You!

Thanks for downloading my FREE Cheatsheet to master the PMBOK® Guide 7th Edition. Know someone who would find this useful? They can grab their own copy right here:

www.AlvinthePM.com/PM7

Studying to take the CAPM® Exam?

➔ The BEST CAPM® Resources to Pass Your Exam: [Click here](#)

Studying to take the PMP® Exam?

➔ The BEST PMP® Resources to Pass Your Exam: [Click here](#)

For more helpful resources like this:

➔ Subscribe to my Youtube Channel, **Alvin the PM**: [Click here](#)

Also, I'd love to hear from you. If you found this super helpful, please let me know and [drop me a comment here](#).

Good luck, Alvin

Copyright

Copyright © 2023 Alvin the PM

All rights reserved.

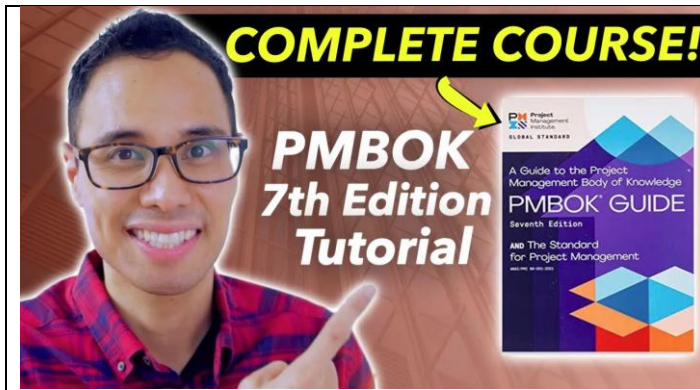
Unauthorized copying, modification, or distribution of this publication (in its entirety or in part in any form), or by any means (such as digital, photocopying, recording) is strictly prohibited, without the author's prior written and approved consent.

CAPM®, PMP®, PMI®, and PMBOK® are registered trademarks of the Project Management Institute, Inc. All references to CAPM®, PMP®, PMI® and PMBOK® are acknowledged throughout this document. All registered trademarks that appear in this publication are the property of their respective owners.

The author has been careful to not violate or infringe any copyright laws, and copyrights & attributions of all organizations have been acknowledged.



Alvin's Cheatsheet: Project Management Guide Mastery



Master the **ENTIRE PMBOK® Guide 7th Edition step-by-step**, by watching my **FREE Course** by [clicking this link here](#).

As you read through this Cheatsheet, don't forget to follow along with my **FREE PMBOK Guide 7th Edition Course** [by clicking here!](#)

PMBOK® Guide 7th Edition Overview

- Section #1: Standard for Project Management
 - How do we deliver value to our organizations?
 - Twelve (12) Project Management Principles
 - These principles guide our behavior to lead teams, manage projects, solve issues, and make decisions
- Section #2: Guide to the Project Management Body of Knowledge
 - Eight (8) Performance Domains
 - How to Tailor your approach?
 - Models, Methods, Artifacts

Section #1: Standard for Project Management

- System for Delivering Value
 - Value is created by developing a new product, service, or result that satisfies a customer's needs, streamlining processes, driving efficiencies, or helping an organization grow their revenue/brand
 - System = Projects + Programs + Portfolios must all align with the organization's vision
 - Information Flow: Information is continuously exchanged up and down an organization's ladder
 - What factors influence a project's likelihood of being successful?
 - Coordination of everyone's efforts
 - Regular rhythm of obtaining customer feedback
 - Facilitating & supporting everyone's performance, so decisions can be made quickly and work is completed on time
 - Work Performance
 - Expertise with people on your team who have the right level of knowledge
 - Business Direction (i.e. knowing what requirements to follow to meet the customer's needs, and how this is related to the organization's vision)
 - Resource Allocation
 - Organizational Governance

Alvin's Cheatsheet: Project Management Guide Mastery

- Internal vs External Environment
 - Internal = Anything inherent to an organization
 - Ex: Organizational Process assets (templates, procedures, policies), organization's structure, artifacts, software tools
 - External = Anything outside of the organization's control
 - Ex: Trends in market, anything related to politics/economy/social trends, governmental regulations
- Difference between Product Management vs Project Management
 - Product Management = Steps to develop a product through its entire product lifecycle (infancy > growth > maturity > obsolescence > retirement)
 - Project Management = Leading a team to accomplish a temporary endeavor to complete it on-time, within budget & within scope, and meeting all requirements
- **Project Management Principles**
 - #1: Be a diligent, respectful, caring steward
 - Act with integrity, care, and honesty
 - Take ownership of your own actions
 - #2: Create a Collaborative team environment
 - Foster everyone's growth and allow for a free flow of information
 - Celebrate team's wins and encourage the team
 - #3: Engage stakeholders
 - Proactively engage stakeholders to ensure the right value is being delivered to the business and to the customers
 - #4: Focus on Value
 - To make sure you deliver the right value, create a Business Case to ensure everyone's aligned on the Return on Investment and Key Performance Indicators toward success
 - Continuously evaluate your project's performance and verify whether or not you're on track to achieve the desired outcomes
 - Value is delivered throughout the project (agile) or towards the end of the project (traditional/predictive)
 - #5: Recognize, evaluate, and respond to system interactions
 - View a project as a "system" with its own internal and external components that are linked to each other
 - Example: Portfolio > Program > Project
 - Each level is interconnected with each other, and influences each other to drive success
 - Use a systems-level thinking so you're always aware of changing dynamics across all levels... Think from a big picture (i.e. the 100,00 foot level)
 - #6: Act like a Leader
 - Being authoritative is different than actually acting like a Leader
 - A Leader is someone who demonstrates...
 - Vision
 - Creativity
 - Motivation
 - Encouragement
 - Empathy

Alvin's Cheatsheet: Project Management Guide Mastery

- In one sentence, a leader influences, motivates, and directs people towards one goal.
- #7: Tailor based on Context
 - Every project should be tailored because each project is unique
 - Tailoring is a continuous process
- #8: Build Quality into Processes & Deliverables
 - Definition of Quality = Set of characteristics of a product, service, or result that meets the defined requirements.
 - Product Quality is measured through... Inspection and testing activities
 - Process Quality is measured through... Process reviews and audits.
- #9: Navigate Complexity
 - Complexity = Anything difficult to control due to its inherent uncertainty and obscurity with technology, people involved, and environment
 - We can't control how complex something is, but we can focus our activities towards decreasing the severity of the impact
- #10: Optimize Risk Responses
 - Goal with Risk Management: Increase the impact of positive risks, and decrease the severity of negative risks
- #11: Embrace Adaptability & Resiliency
 - Goal: Help the team recover quickly from issues and respond to a dynamic & continuously changing environment
- #12: Enable change to achieve the envisioned future state
 - As Project Managers, we are Change Agents and we should do our best to help our team transition from a current state to a desired future state
 - Think to yourself, "How can we facilitate the adoption of change more easily?"

Section #2: Guide to Project Management Body of Knowledge

• Domain #1: Stakeholder

- Stakeholder Definition: Anyone who may impact or be impacted by the outcome or an activity from a project
- Process to Engage Stakeholders
 - Step 1. Identify who will be on the team and the end users.
 - Step 2. Understand everyone's needs and interests.
 - Step 3. Analyze each stakeholder based on their interest and influence level.
 - Step 4. Prioritize stakeholders who have a HIGH level of power and interest
 - Step 5. Engage stakeholders based on their preferred communication style and approach
 - Step 6. Monitor how stakeholders change during the lifecycle of the project.

• Domain #2: Team

- How do you build a team that is high performing and takes full ownership of their work?
- Management vs Leadership

Alvin's Cheatsheet: Project Management Guide Mastery

- **Management:** Makes sure the project's goals are met through the organization's processes and by coordinating with the stakeholders
 - **Leadership:** Focused on the people doing the work, by influencing and actively listening to others
- Traits of a Leader
 - 1. Establishes the vision for the team
 - 2. Applies critical thinking to make decisions and solve problems
 - 3. Motivates others
 - 4. Has a strong demonstration of Interpersonal skills
 - Emotional Intelligence
 - Decision making
 - Conflict resolution
- Emotional Intelligence Areas
 - Area #1: Self-awareness - Being aware of your own emotions, feelings, strengths & weaknesses
 - Area #2: Self-management - Being able to control your own feelings and how you physically act & make decisions
 - Area #3: Social awareness - Being aware of other people's feelings and emotions.
 - Area #4: Social Skill - How good are you at building rapport with others?
- **Domain #3: Development Approach & Lifecycle**
 - Approach 1: Predictive/Waterfall
 - Used for stable projects, with low likelihood of requirements changing
 - Upfront planning at the beginning of the project (scope, schedule, budget)
 - Each phase is only performed once
 - Changes are controlled with Change Requests using a Change Control Process
 - Approach 2: Adaptive = Iterative + Incremental
 - Used for projects where requirements are highly likely to change
 - Use a servant leadership approach, with self-managing teams
 - Iterative
 - A fully functional deliverable is created after EVERY iteration
 - Incremental
 - Certain steps (such as plan, design, and build) are repeated, where future builds add more features onto the previous versions
 - Approach #3: Hybrid
 - Mixture of predictive + agile elements
 - Could use a waterfall approach to deploy a product to the customer, and an agile approach to develop & test the features of the product over iterations
- **Domain #4: Planning**
 - Project planning may be high-level initially, and then progressively elaborated as more information is discovered
 - Key take-away: Plan at the right level of detail, so that you can move forward with the project
 - Key Vocabulary for Estimation
 - Effort - labor hours to complete a task

Alvin's Cheatsheet: Project Management Guide Mastery

- Duration - how many days will it take to complete a task
- Cost - how much will this material cost?
- Resources - Material & People to complete a task
- Accuracy - How correct is the value?
- Precision - The “degree” of exactness
- Confidence level
- Creating Schedules
 - Schedule Compression Techniques
 - **Crashing** - Shortens the duration of a task for the least amount of cost by adding resources to complete it
 - **Fast Tracking** - Shortens the length of a task by having tasks be performed in parallel
 - Lead vs Lag
 - A **lead** accelerates when a successor activity can begin by having it start BEFORE the predecessor activity has finished
 - A **lag** delays when a successor activity can begin (typically done with Finish-to-Finish or Start-to-Start Relationships)
 - Dependencies
 - Mandatory Dependency - A relationship between two tasks that is mandatory and cannot be changed.
 - Discretionary Dependency - A relationship between two tasks that is based on best practices
 - External Dependency - Relationship between project and non-project activities
 - Internal Dependency - Relationship between project activities
- Creating Project Budget
 - **Project Budget = Cost Baseline + Contingency Reserve**
 - **Total Budget Amount = Project Budget + Management Reserves**
- Communication Planning
 - Create a Communication Plan that addresses...
 - WHO will provide the information
 - WHAT information needs to be provided
 - WHAT is the best way to communicate the information
 - HOW OFTEN will the information be communicated

• Domain #5: Project Work

- Key take-away: Use the correct processes (as efficiently as possible) to manage and perform the project's work, so you can optimize your team's performance and drive execution
- Tailor the processes you need to eliminate bottlenecks and remove non-value added activities
- Project Management is a balancing act - you will have to make tradeoffs and compromise with other people to deliver the highest quality possible, while still meeting your customer's needs
- 90% of a Project Manager's job is communicating with stakeholders
 - Always make sure your intended audience receives and understands the message you sent
- Procurement Management - Bidding Process
 - #1. Develop Bid Documents
 - RFI (Request for Information)

Alvin's Cheatsheet: Project Management Guide Mastery

- RFQ (Request for Quote)
 - RFP (Request for Proposal)
 - #2. Hold a bidder conference to allow time for vendors to provide their proposed solution
 - #3. Choose a Vendor based upon a set criteria
 - #4. Award the contract to the selected Vendor
 - #5. Integrate the vendor into the project plan
- Facilitating Knowledge Transfer with your team
 - **Explicit Knowledge** = Information that can be easily expressed and translated into text and images and distributed to others
 - **Tacit Knowledge** = Information that is more difficult to express into text and images, because it's based on a person's experience and point of view
- **Domain #6: Delivery**
 - Question: How do we deliver the project's scope and meet the highest quality standard to the customer?
 - How value is delivered is based on the approach being used...
 - *Predictive Approach* - Deliverables are delivered to the customer at the **end** of a project
 - *Adaptive Approach* - Deliverables are shown to the customer **continuously** throughout the project's lifecycle
 - Understanding the Requirements
 - 1. Collect requirements through interviews, focus groups, and process observation
 - 2. Discover requirements by using prototypes and mock-ups with customers
 - 3. Document and manage requirements into Requirements Traceability Matrix, Backlog, or something similar
 - Defining the Project's Scope
 - 1. Break down the Scope using...
 - Scope Statement - What are the deliverables and their acceptance criteria in order to be considered successful?
 - WBS (Work Breakdown Structure) - Decompose the team's work down to the Work Package Level
 - Agile Way: Themes > Epics > Features > Multiple User Stories
 - 2. Complete the Deliverables, ensuring it meets the Acceptance Criteria and Definition of Done
 - Cost of Quality - Investing the right amount of funds to prevent failures and avoid defects from reaching the hands of the customers
 - **Category 1: Internal Failure**
 - Goal: Correct defects before the customer receives the final product
 - Example: Scrap, waste, rework
 - **Category 2: External Failure**
 - Occurs when products that do NOT meet the quality standards and are discovered AFTER the customer receives the product
 - Example: damaged reputation, returns & complaints, warranty claims, repairs
 - **Category 3: Prevention**

Alvin's Cheatsheet: Project Management Guide Mastery

- Goal: Prevent quality issues from being created in the product in the first place.
 - Example: Training and quality planning
 - **Category 4: Appraisal**
 - Involves inspecting and verifying that the product meets specifications
 - Example: audits and inspections
- **Domain #7: Measurement**
 - Key take-away: Are you evaluating your performance and taking action to sustain it?
 - Goal: Measure the right metrics and communicate it appropriately to the team
 - Follow the SMART method: Specific, Measurable, Achievable, Relevant, Time-bound
 - Key Performance Indicators, KPI
 - **Leading Indicator** predicts when performance may deviate negatively
 - **Lagging indicator** provides information AFTER an event has occurred
 - Examples of metrics
 - Baseline
 - Schedule and Costs: Planned vs Actual... Duration and Effort, Start and Finish Dates
 - Schedule and Cost Variance
 - Schedule and Cost Performance Index
 - Business Value
 - Cost-Benefit Ratio
 - Net Present Value
 - Planned vs Actual Benefits Delivery
 - Return on Investment
 - Deliverables
 - Defects & Errors; Performance Measures
 - Delivery
 - Batch Size, Queue Size
 - Cycle Time, Lead Time
 - Process Efficiency, Work In Progress
 - Resource
 - Planned Resource Usage vs Actual Resource Usage
 - Usage and Price Variance
 - Stakeholder
 - Mood Chart, Morale, Net Promoter Score, Turnover Rate
 - Forecast
 - Estimate to Complete, Estimate at Completion
 - Variance at Completion
 - To-Complete-Performance Index
 - Visual Controls
 - Burnup Chart - How much work has been completed, compared to the planned work which should be done
 - Burndown Charts - How much work remains to be completed
 - Kanban Board to visualize everyone's progress on their tasks

Alvin's Cheatsheet: Project Management Guide Mastery

- **Domain #8: Uncertainty**

- How do you navigate environments filled with uncertainty?
 - Understand the context of the project you're leading
 - Obtain information by collecting data and researching
 - Plan ahead for multiple outcomes
 - Investigate multiple designs, and identify what needs to be compromised
 - Be resilient and be willing to learn & fail quickly
- Risk = an element of uncertainty
 - Negative risk = threats; Positive risk = opportunities
 - All projects have risks with different levels of uncertainty
- Strategies to deal with Negative Risks / Threats
 - Accept - Accepts that the threat will take place, but does NOT take any action to prevent it from happening
 - Avoid - Eliminates and shields the project from this threat
 - Escalate - Escalating up to Leadership, if a threat is beyond the responsibilities of the project manager
 - Mitigate - Decrease the likelihood and impact that a threat may have
 - Transfer - Give ownership of managing and bearing the impact to a third party
- Strategies to deal with Positive Risks / Opportunities
 - Accept - Acknowledge the opportunity, but don't take any action
 - Enhance - Take action to increase the likelihood of the opportunity happening
 - Exploit - The team does EVERYTHING in their power to make sure the opportunity occurs
 - Escalate - Escalating the opportunity to Leadership
 - Share - Give partial ownership to another third party
- Management vs Contingency Reserves
 - **Reserve** - An amount of funds or time allocated to responding to risks
 - **Management Reserve** - An amount of funds or time to address "unknown unknown" risks (in other words. unforeseen work), if they occur
 - **Contingency Reserve** - An amount of funds or time to address "known unknown" risks, which the team has identified and is planning for