PMP Exam Strategies & Simulation

Project Management Institute. Germany

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Session’s Objectives

- Learn proven PMP exam strategies
- Practice topic-wise sample questions
- Understand exam pattern and scoring
- Clarify PMBOK 7 vs PMBOK 8 differences
- Learn how to approach scenario questions
- Build confidence to ace PMP on first attempt


Why PMP
Certification
Matters?

“PMP: Your credential for turning Project Chaos into Career Control.”

1. **Global Gold Standard of Project Management**. Recognized in over 200 countries across every major industry.
2. **Validates Mastery of Modern Project Management**. Demonstrates deep understanding of predictive, agile, and hybrid delivery.
3. **Higher Career Value & Earning Potential.** PMP-certified professionals earn 20–25% more on average compared to non-certified peers (per PMI Salary Survey).
4. **Enhances Credibility & Leadership Presence**. Confirms your ability to lead teams, manage risks, control budgets, and deliver outcomes.
5. **Opens Global Opportunities**. Companies worldwide prefer or require PMP certification for project leadership roles.
6. **Alignment with Industry-Standard Frameworks**. Shows competence with PMBOK, PMI’s Talent Triangle, and modern PM best practices.
7. **Structured Thinking & Decision-Making**. Builds skills in critical thinking, stakeholder engagement, value delivery, and adaptive execution.
8. **Boosts Confidence in High-Pressure Projects**. PMPs are trained to perform under constraints, ambiguity, and organizational pressures.

PMP Exam Format

180 questions

230 minutes total

2 optional breaks after question 60 & 120

Mix of:

- MCQ
- Multiple-select
- Drag-and-drop
- Hotspot
- Scenario-based

Three Exam Domains

People – 42%

Process – 50%

Business Environment – 8%

Agile/Predictive Distribution

~50% Agile / Hybrid

~50% Predictive (Traditional)

PMP Exam Format

Scoring Logic

- PMI uses psychometric analysis
- No published pass %
- Performance based on difficulty weighting

High-Level Strategy

- Choose the most ethical, PMI-mindset answer
- Focus on stakeholders, leadership, communication, value
- Avoid jumping to escalation
- Choose preventive actions first

PMBOK 7 & 8

PMBOK 7 Overview

- Principles-based
- Performance domains, not processes
- Emphasizes value delivery

PMBOK 8 Overview

- Adds structured metrics
- Clarifies process guidance again
- Integrates digital, analytics, AI

PMBOK 7 vs PMBOK 8 Exam Change

- PMBOK 8 release: Jan 2026 (expected)
- Exam change: mid-2026 or early 2027
- Current exam based on PMBOK 7 + ECO

What is Integration Management in Projects?

Integration Management is the essential function of coordinating all the various project elements and processes to ensure they function as a unified whole.

It acts as a glue that keeps the project on track by making necessary trade-offs,managing conflicting demands, and ensuring all chages and activities are aliged with the Project’s overall strategy & goals

Key Concepts Summary

- Project Charter
- PM Plan
- Direct & Manage Work
- Manage Knowledge
- Monitor & Control Work
- Integrated Change Control
- Close Project/Phase

Sample Questions

A project manager finds two major change requests requiring urgent evaluation. What should the PM do first?

A. Approve both requests

B. Escalate to the sponsor

C. Evaluate impact of each request

D. Ask team to analyze the solution

Sample Questions

A project lacks clear success criteria. Which document should the PM reference?

A. Stakeholder Engagement Plan

B. Project Charter

C. WBS

D. Issue Log

Sample Questions

Team asks for clarity on deliverable sequencing. What should the PM consult?

A. Risk Register

B. Activity List

C. Project Management Plan

D. Assumption Log

Sample Questions

A team member bypasses the change control process. What should PM do?

A. Reject the change

B. Escalate immediately

C. Educate team & follow ICC

D. Update risk register

Notes

Issue vs Risk Summary

Issue = happening now

Risk = uncertain future

Risk → logged + analysed

Issue → resolved + escalated if needed

Knowledge Management Tips

- Lessons learned continuously updated
- Share tacit & explicit knowledge
- Use knowledge repository

What is Scope Management?

Scope Management is the process that defines & controls what is and what is not included in the scope of the Project. It ensures that all the required work and ONLY the required work is performed to deliver the project successfully.

The key goal is to clearly define the project boundaries and deliverables to prevent scope creep.To summarize, it’s the project’s essential GPS, keeping you on the planned path and avoiding scope creep detours.

Key Concepts Summary

- Requirements collection
- Scope Statement
- WBS
- Validate Scope
- Control Scope
- Avoid gold plating

Sample Questions

Customer asks for an extra feature not in scope. PM should:

A. Approve it

B. Reject it immediately

C. Initiate change request

D. Ask team to implement

Sample Questions

A stakeholder disputes acceptance criteria. PM should:

A. Update scope baseline

B. Review requirements documentation

C. Change WBS

D. Ask sponsor

Sample Questions

Scope creep is best prevented by:

A. Frequent meetings

B. Strong change control

C. More resources

D. Sponsor review

Sample Questions

What is the WBS used for?

A. Sequencing

B. Cost estimation

C. Decomposing deliverables

D. Testing

Notes

Validate vs Control Scope Summary

- Validate = customer acceptance
- Control = monitoring changes

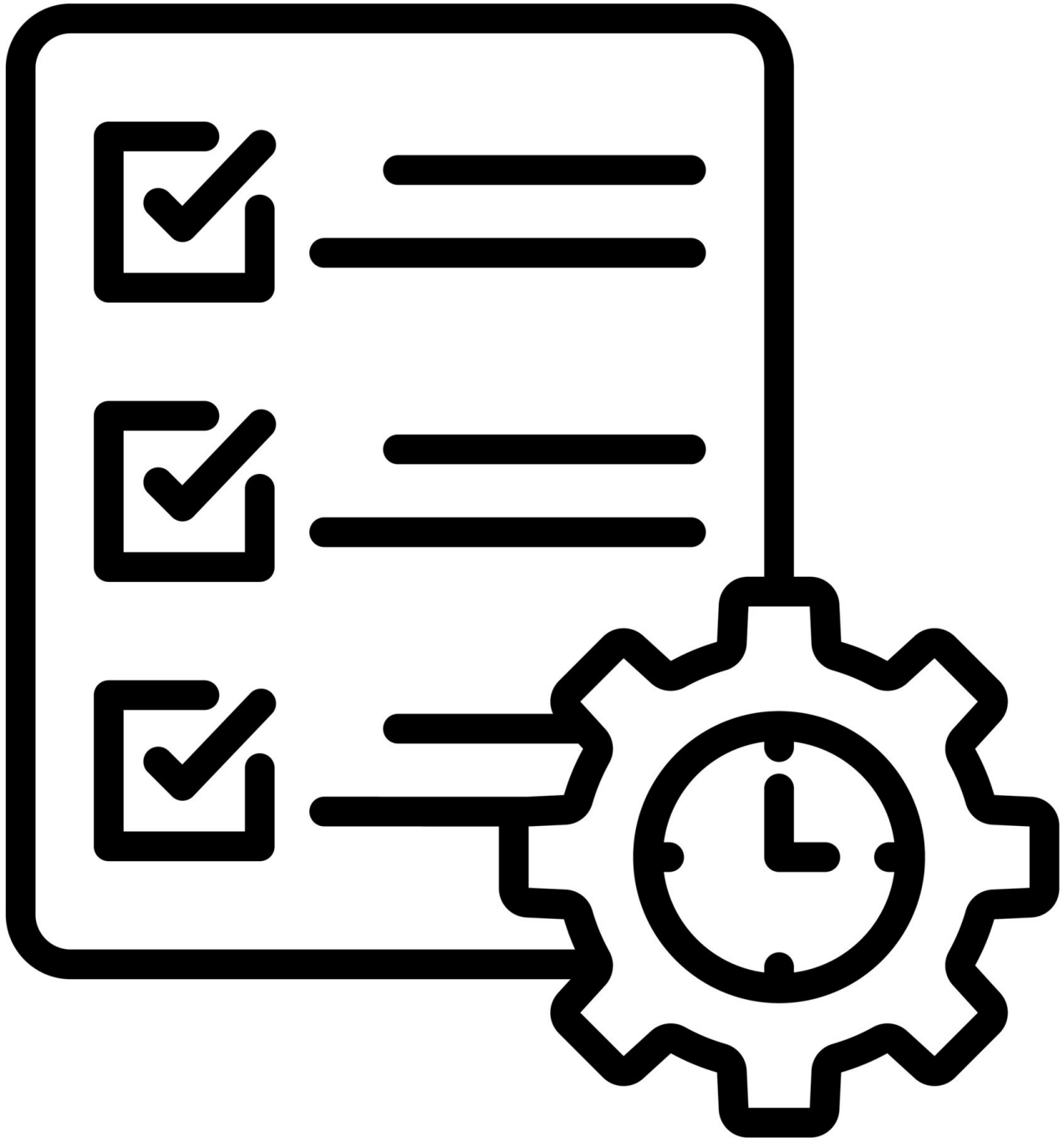
PMI Mindset for Scope

- **Stick to baseline**
- **Avoid gold plating**
- **Manage expectations**

What is Schedule Management?

Schedule Management is the process of the defining the policies, procedures, and documentation for planning , developing, managing, executing, and controlling project schedules.

In short, it’s your Project’s strategic roadmap, ensuring you reach the finish line on time without any unscheduled detours or frantic last-minute sprints.



Key Concepts Summary

- Define activities
- Sequence activities
- Critical Path
- Float
- PERT
- Compression (Crashing/Fast Track)

Sample Questions

Project is behind schedule. What should PM do?

A. Add more people

B. Crash or fast track after analysis

C. Reduce quality

D. Work weekends

Sample Questions

Critical path activities have:

A. High float

B. Zero float

C. Negative float

D. Flexible dates

Sample Questions

Overlap of activities is:

A. Crashing

B. Fast tracking

C. Reserve analysis

D. Resource leveling

Sample Questions

PERT expected time = (O + 4M + P)/6.

For 5, 10, 23 days:

A. 10

B. 12

C. 14

D. 15

Notes

Float Summary

Float = LS - ES

Zero float ⟶ critical

Negative float ⟶ delayed baseline

Cost Baseline Tips

Includes contingency

Excludes management reserves

What is Cost Management?

Cost Management is the comprehensive process of planning, estimating , budgeting, and controlling project expenses to ensure financial success.

It’s your financial flight plan, ensuring you land the project

Key Concepts Summary

- Estimate Costs
- Determine Budget
- Control Costs
- EVM basics (EV, PV, AC)
- CPI, SPI, ETC, EAC

Sample Questions

CPI = 0.8, SPI = 1.1 means:

A. Under budget, ahead

B. Over budget, ahead

C. Under budget, behind

D. Over budget, behind

Sample Questions

EAC formula when poor performance expected to continue:

A. BAC/CPI

B. AC + ETC

C. BAC - EV

D. (BAC - EV)/CPI + AC

Sample Questions

VAC < 0 means:

A. Under budget

B. Over budget

C. Ahead of schedule

D. WBS incorrect

Sample Questions

Most accurate estimate during planning:

A. Rough Order

B. Definitive

C. Analogous

D. Parametric

Notes

EVM Summary

CPI = EV/AC

SPI = EV/PV

Interpretation guidance

Cost Baseline Tips

Includes contingency

Excludes management reserves

What is Quality Management?

Quality Management is a core area in project management that encompasses the processes and activities used to ensure that a project consistently meets the defined requirement & stakeholder needs.

It focuses on proactive planning and robust testing to deliver a defect free product that is FIT to use.

Key Concepts Summary

- QA vs QC
- Control charts
- Fishbone
- Pareto
- Continuous improvement

Sample Questions

Product meets specs, customer unhappy. PM should:

A. Rework

B. RCA

C. Escalate

D. Reject complaint

Sample Questions

Cost of poor quality includes:

A. Prevention

B. Appraisal

C. Failure costs

D. Planning

Sample Questions

Upper/lower limits are for:

A. Scope

B. Control chart

C. WBS

D. Communications

Sample Questions

80/20 principle refers to:

A. Control chart

B. Pareto

C. Fishbone

D. Histogram

What is Resource Management?

Project Resource Management includes the processes required to identify, acquire, develop, and manage the physical and human resources needed for successful project delivery. It ensures that the right people, equipment, materials, and facilities are available at the right time and used efficiently throughout the project lifecycle.

“Right people, right tools, right time — that’s how projects become unstoppable.”

Key Concepts Summary

- Plan Resource Management
- Estimate & Acquire Resources
- Develop Team
- Manage Team
- Control Resources
- Conflict resolution (PMI: collaborate > compromise > force)
- RACI clarity
- Resource leveling vs smoothing

Sample Questions

A team member is overloaded and missing deadlines. What should the project manager do FIRST?

A. Escalate to functional manager

B. Redistribute workload

C. Issue a performance warning

D. Add overtime hours

Sample Questions

A project requires a specialized skill that the team lacks. What should the PM do?

A. Ignore the gap

B. Arrange training or coaching

C. Replace team member

D. Reassign work temporarily

Sample Questions

Two team members frequently disagree, delaying tasks. What is the BEST response?

A. Force a solution

B. Collaborate with them to find root cause

C. Separate them permanently

D. Ignore unless it escalates

Sample Questions

A key resource is being pulled into another project. What should PM do?

A. Update risk register

B. Review and revise resource plan

C. Demand resource retention

D. Stop work

Sample Questions

Team is unclear about responsibilities. What should the PM use?

A. WBS

B. Scope Statement

C. RACI chart

D. Risk Register

Notes

Resource Management Summary

- Empower teams
- Align work with capacity
- Develop skills
- Resolve conflicts using collaboration
- Use RACI for role clarity

What is Communication Management?

Project Communications Management focuses on planning, creating, distributing, storing, and monitoring project information to ensure timely and appropriate communication with all stakeholders. It ensures that information flows seamlessly and meaningfully across the project environment.

“Great communication isn’t just an update — it’s the oxygen a project breathes.”

Key Concepts Summary

- Communication requirements analysis
- Communication channels
- Formal vs informal communication
- Stakeholder-tailored messaging
- Feedback loops
- Escalation paths

Sample Questions

A stakeholder complains they are not receiving key updates. What should PM do FIRST?

A. Add them to every meeting

B. Review communication plan

C. Send them the missing reports

D. Escalate to sponsor

Sample Questions

A senior stakeholder misinterprets a project report. What should the PM do?

A. Rewrite the report

B. Clarify meaning directly with stakeholder

C. Inform sponsor about misunderstanding

D. Ask team to fix it

Sample Questions

Multiple teams receiving different versions of reports. What should PM do?

A. Standardize communication templates

B. Reduce number of reports

C. Ask teams to coordinate

D. Ignore unless issues arise

Sample Questions

Team complains meetings are too frequent and unproductive. PM should:

A. Reduce meeting duration

B. Reassess meeting purpose & agenda

C. Cancel all meetings

D. Shift to daily standups

Sample Questions

Sponsor wants status report immediately, but it violates protocol. PM should:

A. Refuse

B. Provide the report but remind about process

C. Escalate

D. Ask team to create new status report

Notes

Communications Summary

- Tailor → Deliver → Confirm understanding
- Clear, consistent reports
- Transparent updates

What is Risk Management?

Project Risk Management involves the systematic process of identifying, analysing, planning responses, implementing responses, and monitoring risks to maximize positive events and minimize threats to project objectives.

“Risk isn’t a surprise — unless you fail to manage it.”

Key Concepts Summary

- Risk identification
- Qualitative & quantitative analysis
- Response strategies (avoid, mitigate, transfer, accept, exploit)
- Risk register updates
- Contingency & fallback plans

Sample Questions

A new risk is identified during execution. What should PM do FIRST?

A. Implement mitigation

B. Add to risk register

C. Update lessons learned

D. Inform sponsor

Sample Questions

A risk has low probability but very high impact. What is BEST?

A. Accept it

B. Transfer it

C. Create contingency plan

D. Ignore it

Sample Questions

A risk occurs unexpectedly. PM should:

A. Use fallback plan

B. Reassess all risks

C. Start change control

D. Stop the project

Sample Questions

Sponsor insists a high-risk decision be taken quickly. PM should:

A. Comply immediately

B. Explain risk exposure using data

C. Reject request

D. Escalate to PMO

Sample Questions

Risk threshold exceeded. PM should:

A. Terminate project

B. Escalate to governance body

C. Increase contingency

D. Ignore it

Notes

Risk Summary

- Risk register is living document
- Preventive actions preferred
- Thresholds ⟶ escalation

What is Procurement Management?

Project Procurement Management includes the processes necessary to acquire products, services, or results from external sources. It covers contract planning, vendor selection, negotiation, contract administration, and managing procurement relationships.

“Great projects aren’t bought — they’re strategically procured.”

Key Concepts Summary

- Make-or-buy analysis
- Contract types (FP, CR, T&M)
- Procurement documents
- Bid evaluation
- Contract management
- Vendor relationships
- Claims & dispute resolution

Sample Questions

Vendor requests additional payment for unapproved work. What should PM do?

A. Approve payment

B. Escalate to legal

C. Reject request immediately

D. Review contract terms

Sample Questions

Bids from multiple vendors arrive with unclear pricing. PM should:

A. Select cheapest

B. Do qualitative analysis

C. Request clarification

D. Cancel procurement

Sample Questions

Supplier performance is declining. PM should:

A. Issue a claim

B. Follow contract performance management process

C. Stop their work

D. Terminate contract

Sample Questions

Work completed, but vendor invoice doesn’t match contract. PM should:

A. Approve invoice

B. Reject invoice

C. Reconcile against contract scope and pricing

D. Ask sponsor

Sample Questions

A vendor disputes a scope interpretation. PM should:

A. Threaten termination

B. Refer to contract and SOW

C. Pay to avoid conflict

D. Escalate immediately

Notes

Procurement Summary

- Contract and SOW = ultimate source
- Follow formal processes
- Document all decisions

What is Stakeholder Management?

Project Stakeholder Management focuses on identifying stakeholders, analysing their needs, expectations, power, and influence, and developing effective strategies to engage, communicate, and collaborate with them throughout the project lifecycle.

“Engage the people, and the project will engage the results.”

Key Concepts Summary

- Identify stakeholders
- Analyse influence, power, interest
- Develop stakeholder engagement plan
- Manage relationships
- Monitor engagement level

Sample Questions

A powerful stakeholder is resisting a project change. PM should:

A. Ignore

B. Escalate

C. Engage to understand concerns

D. Delay project

Sample Questions

Stakeholder is supportive but uninformed. What is BEST?

A. Increase communication

B. Reduce involvement

C. Escalate to sponsor

D. Cut them from communication plan

Sample Questions

New stakeholder joins mid-project. PM should:

A. Add to communication list

B. Update stakeholder register

C. Begin change request

D. Ignore until they speak up

Sample Questions

Two stakeholders disagree on priorities. PM should:

A. Force decision

B. Ask sponsor to decide

C. Facilitate negotiation

D. Choose the higher-ranking stakeholder

Sample Questions

Stakeholder satisfaction dropping. PM should:

A. Increase transparency and feedback

B. Reduce updates

C. Remove them from project

D. Replace communication channels

Notes

Stakeholder Summary

- Early engagement
- Tailored approach
- Continuous monitoring
- Negotiation > escalation

Thank you

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