

Errata-First Printing of *PMP Exam Prep, Eleventh Edition*

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Page #	Location	Issue	Change to
8	3rd line, 2nd bullet	Practice Groups model	Process Groups model
24	1st para, line 3	"chapter 3 "	chapter 2
32	3rd-to-last line on page	phases of feasibility, planning, design, construction , turnover, and start-up	phases of feasibility, planning, design, build, inspection, and turnover
45	RAPC Initiating	Build a release plan	Build a release map
45	RAPC Planning	Build a release map	
115	Trick of the Trade, Theory Z	Maslow proposed the X dimension as transcendent over goal orientation or even being intrinsically motivated. Here motivation is linked to self-realization, values, and a higher calling.	Maslow proposed the Z dimension as transcendent over goal orientation or even being intrinsically motivated. Here motivation is linked to self-realization, values, and a higher calling.
118	After OSCAR Model section	Add a ref to and code for RMC Resources articles (include a code)	To learn more about leadership for the exam, be sure to read the free articles "Management and Leadership Styles" and "Powers of the Project Manager" on the RMC Resources web page (www.rmcls.com/rmc-resources).
123	End of page below the TOT	add ref. to RMC Resources article	Note: Be sure to read about another important conflict management model in the free article "Levels of Conflict - Leas Model," on the RMC Resources web page (www.rmcls.com/rmc-resources).
155	last bullet on page	This is about balancing the constraints of cost, time, and quality in order to build product scope.	This is about balancing competing constraints, including cost, time, and quality in order to build product scope.

156	Figure 7.1	Correction to Control Scope Circle	See "Fig 7.1-PMP book-1st printing correction" image on Resources page
225	Exercise Answers	1 st = C, 2 nd = B, 3rd = A, 4th = E , 5 th = D	1 st = C, 2 nd = B, 3 rd = E, 4 th = A, 5 th = D
230	4th paragraph, last sentence	Added sentence	Note that this ECO task also includes managing physical, or material, resources.
230	ECO/PG/BOK chart	To "Control Costs - Monitoring & Controlling" add ...	Control Costs and Control Resources - Monitoring and Controlling. See "Cost Mgmt Mapping Chart" on Resources page.
230	Last paragraph, 3rd line	Think about how decisions around financial resources might affect project risks and other project constraints.	Think about how decisions around financial resources might affect procurements, project risks, and other project constraints. Some material resources, like equipment, for example, may be available within the organization or may be procured for the project.
231	Figure 9.1	Bottom circle, with Control Costs	Add to say: Control Costs & Resources. See "Fig 9.1-PMP book-1st printing correction" image on Resources page.
233	1st table, 1st column, 2nd bullet	Activities do not need to be identified	Activities and material resources do not need to be identified
234	Under second heading "Human..."	It may seem obvious that resource costs involve estimating the work of consultants, sellers, and suppliers.	It may seem obvious that resource costs involve estimating the work of consultants, sellers, and equipment and supplies.
235	5th bullet	Calculated the aggregate costs for the project using the estimates for each of the product scope components (bottom-up estimating).	Calculated the aggregate project costs for the project using the estimates for each of the product scope components (bottom-up estimating). Remember that materials costs may appear in line items separate from team resources assigned to activities.
235	2nd-to-last bullet	Resource requirements documentation (for example, for how long and at what rates for particular resources)	Resource requirements documentation (for example, for how long and at what costs for particular resources, including materials, supplies and equipment costs)

237	Control Costs heading	Control Costs	Control Costs and Resources
237	Sidebar: change	Change from Process: Control Costs to ...	Process: Control Costs and Resources
237	End of Page; below the TOT	Add RMC Resources ref and code	For more information on controlling resources, be sure to read these free articles on the RMC Resources web page (www.rmcls.com/rmc-resources): "Controlling Resources Checklist," "Resource Responsibilities for the Project Manger," and "Resources and the Project Budget."
238	2nd sentence	In your Exercise Notebook, list the actions a project manager may take to control costs.	In your Exercise Notebook, list the actions a project manager may take to control costs and resources .
238	1st bullet	Follow the cost management plan for how to control costs	Follow the cost and resource management plans for how to control costs
238	End of Page	Add Re. materials resources	Think About It. What would happen if a team member suddenly realizes the materials they need to finish an activity are out of stock? More will have to be ordered. Time will be lost to waiting for the materials and a last-minute order is likely to be more costly than if the materials had been better controlled.
239	2nd paragraph	end with "level for controlling." Add.	Material resources like equipment usually appear in the budget as separate line items, and may even be related to costs detailed in procurement documents. For more information on the relationship of costs and resources, see the "Resources on Projects" article on the RMC Resources webpage.
240	Last Think About It	The exam focuses not just on calculations but also on knowing what the numbers mean. Therefore, you should know all the formulas in the following table.	On the exam, you may not need to perform many calculations but you must understand what the numbers mean. Therefore, you should know and understand all the formulas in the following table.

277	2nd col. of Answer, 6th bullet	Delete: Schedule of management reviews and planning updates	Replace with: - Information about when management reviews will be done - Updates when plans are changed
318	Ex12.7 Answer	Avoid	Transfer
322	2nd sentence under Header	The following chart illustrates that ECO tasks 8 and 11 in domain II map directly to the procurement management process from the Process Groups model.	The following chart illustrates that ECO task 8 in Domain 1 and tasks 8 and 11 in domain II map directly to the procurement management process from the Process Groups model.
327	Below the 2nd bullet list ("three broad categories...")	Add a note that refs RMC Resources and include the code	Note: Be sure to read about sub-types of contracts within these three broad categories in the free article "Contract Types Subcategories," on the RMC Resources web page (www.rmcls.com/rmc-resources).
409	Quicktest	Spring backlog	Sprint backlog
409	Quicktest		Add at end of list: Agile principles; Agile mindset key concepts; Agile constraints
415	1st inline header	Whole Team paragraph should be item #1 in the list that follows.	
415	last paragraph	The example is part of the numbered list item before it.	
430	Figure 18.2	Update to new version	See updated image in errata section of Resources page