

Self-evaluation Checklist

The following checklist provides an idea of the breadth of knowledge and the application of skills required to pass the exam. If you understand a list item, mark it off so that you can pay attention to those items where you have gaps in your knowledge.

- Managing a project with the urgency needed to deliver the benefits and value for which the project was selected.
- Using a systematic, plan-driven project management process, and understanding why each step is necessary. Think about this as you review PMI's Process Groups model in the "PMP® Exam References in Context" chapter and elsewhere throughout this book. Plan-driven and agile methods will be identified and compared.
- Agile philosophy for project management, and good agile practices from a variety of agile methods, including Scrum, Lean, and Kanban.
- The roles of the project manager, sponsor, product owner, team, and stakeholders.
- The use of historical information from previous projects, including lessons learned.
- What a formal project charter is and knowing what it requires.
- Prioritizing project constraints sufficiently to balance and manage competing constraints.
- What a work breakdown structure (WBS) is and how to create it.
- Creating a product and project vision sufficient to create a high-level product roadmap.
- Using a prioritized, risk-adjusted backlog of product features to create stories for iterations of product development.
- Understanding the interconnected relationship of activities (dependencies) to create the network diagram for a plan-driven project.
- What the critical path is, how to find it, and what benefits it provides the project manager.
- Using a variety of estimating techniques, including rough order of magnitude (ROM), three-point estimating, or relative estimating such as affinity sizing and story point estimating.
- Doing earned value analysis and management.
- Carrying out schedule "what if" analysis and schedule compression (crashing and fast tracking).
- Managing project float and activities that do not have float.
- Creating a realistic schedule.
- Managing the quality of both the project and the resulting deliverables.
- Developing relationships with stakeholders, and keeping them interested and involved in the project.
- Using the meetings and feedback loops necessary to continuous progress and continuous improvement on agile projects—for example, daily standups, iteration review, and iteration retrospectives.
- Using information radiators to keep stakeholders informed and engaged.
- Understanding 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.
- Planning and developing iteratively and incrementally for change-driven projects.
- Understanding the professional and social leadership responsibilities expected of a project manager.
- Ensuring that roles and responsibilities are clear and that team members are properly trained and oriented to the project and the selected life cycle and development approach.