

Domain 2 of 3

# Overview

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The Process domain accounts for 50% of the PMP exam and covers the technical aspects of project management. It spans the full project lifecycle from initiation through closure and includes both predictive and agile methodologies.

Key knowledge areas include scope, schedule, cost, quality, risk, procurement, and integration management. Expect scenario-based questions requiring you to identify the correct process or tool for a given situation.

## Project Integration Management

- Develop Project Charter: formally authorizes the project, names the PM
- Develop Project Management Plan: integrates all subsidiary plans
- Direct and Manage Project Work: executing the plan, managing deliverables
- Monitor and Control Project Work: tracking performance against the plan
- Perform Integrated Change Control: reviewing and approving/rejecting changes
- Close Project or Phase: formal acceptance, lessons learned, archiving

■ **Exam Tip:** The Project Charter is the most important document — it authorizes the project and gives the PM authority. Without it, the PM has no formal power. Always create it before starting any work.

## Schedule Management

- Work Breakdown Structure (WBS): decomposing deliverables into work packages
- Activity sequencing: PDM (Finish-to-Start, Start-to-Start, Finish-to-Finish, Start-to-Finish)
- Critical Path Method (CPM): longest path = project duration, zero float
- Schedule compression: crashing (add resources) vs. fast-tracking (overlap activities)
- Earned Value:  $SV = EV - PV$ ,  $SPI = EV/PV$ ,  $CV = EV - AC$ ,  $CPI = EV/AC$
- Agile scheduling: sprint planning, velocity, burndown charts, backlog refinement

## Risk Management

- Risk identification: brainstorming, SWOT, risk register, assumption log
- Qualitative analysis: probability/impact matrix, risk urgency assessment
- Quantitative analysis: Monte Carlo simulation, decision tree analysis, EMV
- Risk response strategies: avoid, transfer, mitigate, accept (threats); exploit, enhance, share, accept (opportunities)
- Residual risks vs. secondary risks: monitor and track throughout project

■ **Exam Tip:** Earned Value Management (EVM) is heavily tested. Memorize:  $CPI > 1$  = under budget,  $SPI > 1$  = ahead of schedule.  $EAC = BAC/CPI$  (most common formula for Estimate at Completion).