

A. DECISION MAKING & PROBLEM SOLVING:

1. Always **discuss, investigate, analyze, ask, assess** before deciding on a solution. When the questions mention “What should the PM do, do first or next”, many of the answers can make sense but look for the answer that respects principle #1. (This is the most commonly used principle)
2. **Never settle for delays or extra costs.** However, extra costs precede delays. If the question mentions to wait, delay, postpone, extend timeline, etc. eliminate that option.
3. Be a servant leader! (**encourage, care, nurture, listen and never create friction in the team**). For example, never expose your team member’s faults to others but engage in individual meetings with the team member in question.
4. **Value is gold.** Always choose the most value driven answer (key word to look for in the answer is value)
5. **Root cause analysis** and **MVP** or **demo** are your weapons. Key words to look for in the answers are root cause, MVP, demo.
6. **Any change will go through a change request process (for predictive).** There is no change request process (**for agile**). In the case of agile, changes are prioritized in the product backlog.

B. PROJECT MANAGEMENT PROCESS & METHODOLOGIES

7. Your **team members are the experts, not you! Make every decision with them.**
8. The **PM makes the decisions and handles the issues (no running to sponsors, management or HR).** Note: The exam will mention project sponsor many times. **ONLY go to the sponsor when there is a problem with the budget (example, money is running out) BUT going to the sponsor should be the last resort.**
9. **Everyone directly or indirectly involved is a stakeholder** and must be **added to the register (stakeholder register)** and how they impact the project.
10. No matter if the **project is completed or terminated, the closing phase must occur (predictive).**
11. In a predictive project, your plan is your map. Constantly refer back to it.
12. Predictive project keywords: **change control board (CCB), change control process, perform integrated change control process.**
13. Agile project keywords: **sprint, iteration, scrum, daily standup, backlog, Kanban, product increment, product owner/manager.**

C. TEAM MANAGEMENT & LEADERSHIP

14. When you or your **team have no clue on what's going on, a subject matter expert (SME) is what you need. Or, you can refer to past projects in the lessons learned register.**
15. When transitioning from predictive to agile, introduce agile concepts slowly (**pilot project, inception deck**)
16. **Agile projects are self organizing - meaning teams are in charge however the PM can still step in to manage and resolve conflicts and performance issues.**
17. An **agile project** will always need **consistent feedback from the customer/client.**
18. **Never immediately reject a request or an opportunity - especially from a client.**

D. STAKEHOLDER MANAGEMENT:

19. **When the question mentions that a similar past project has been completed, choose the answer that allows you to refer back to that project. (OPA's, Lessons Learned Register, etc)**
20. When the answer mentions **information NOT mentioned in the question, eliminate the answer.**

E. GENERAL PRINCIPLES & BEST PRACTICES:

21. Anytime an answer mentions '**Only**' or **any other word** that eliminates all other possibilities, **eliminate the option.**
22. When there is an **occurrence that affects the schedule, choose the answer that looks at the critical path.**
23. **Never give your team member an extra task that will reduce their capacity** to focus on their primary task. Grouping senior members with junior members are acceptable (mentoring, pair programming, etc.)