PMP® EXAM
CHEAT SHEETS

Your Quick Reference Guide to Exam Success

2026 EDITION

WHAT'S INSIDE:

✓ All 3 PMP Domains: People, Process, Business

✓ Essential Formulas & Calculations

✓ Agile vs Predictive Quick Reference

✓ Key ITTOs Simplified

✓ Exam Day Tips & Strategies

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PMP® Exam Cheat Sheets

2026 Edition

Your comprehensive quick-reference guide to passing the PMP® certification exam on your first attempt.

By

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How to Use This Guide

Your quick-reference companion for PMP exam prep.
Use alongside your primary study materials.

3 Ways to Use This Guide

1 QUICK REVIEW
Scan before study sessions to prime your brain

2 ACTIVE RECALL
Cover explanations and test yourself

3 FINAL PREP
Review the night before and morning of exam

Icon Legend

PRO TIP	Expert insights
WATCH OUT	Mistakes to avoid
KEY CONCEPT	Critical for exam
FORMULA	Must-know calculations

PMP Exam Structure

EXAM AT A GLANCE

Total Questions:	180 (175 scored + 5 pretest)
Time Allowed:	230 minutes (3 hrs 50 min)
Breaks:	Two 10-minute breaks
Format:	Multiple choice & multiple response
Passing Score:	Not disclosed (~60-70%)

Question Types

Multiple Choice	Select ONE best answer	~60%
Multiple Response	Select ALL that apply	~20%
Matching/Hot Spot	Match or click image	~20%

WATCH OUT

Pace yourself at ~1.3 minutes per question. Flag and move on!

The Three Domains

The PMP exam tests three performance domains:

PEOPLE DOMAIN — 42%

Focus: Managing and leading project teams

- Team performance & development
- Leadership & emotional intelligence
- Stakeholder engagement
- Conflict resolution

PROCESS DOMAIN — 50%

Focus: Technical project management

- **Planning & executing work**
- **Scope, schedule, cost, quality**
- **Risk & procurement**
- **Integration & change control**

BUSINESS ENVIRONMENT 8%

Focus: Strategy & business alignment

- Benefits realization
- Organizational change
- Compliance & external factors

Domain Breakdown

PEOPLE 42%	PROCESS 50%	8%

KEY INSIGHT: The Agile-Predictive Balance

About 50% of questions are agile/hybrid focused.

The modern PM is methodology-agnostic!

Leadership Styles

Know WHEN to use each leadership style on the exam!

SERVANT LEADER
Team needs first
→ *PMI's Favorite!*

TRANSFORMATIONAL
Inspires through vision
→ *Change & motivation*

TRANSACTIONAL
Rewards & consequences
→ *Clear deliverables*

LAISSEZ-FAIRE
Hands-off approach
→ *Expert teams*

SITUATIONAL
Adapts to context
→ *Varying team levels*

PMI LOVES SERVANT LEADERSHIP

When in doubt, put the TEAM FIRST!

Emotional Intelligence (EI)

Self-Aware — Self-Regulate — Motivated — Empathetic — Social Skills

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Team Development

Tuckman's Model — Memorize this!

1	2	3	4	5
FORMING	**STORMING**	**NORMING**	**PERFORMING**	**ADJOURNING**
Polite	Conflict	Trust	Output	Ends
Direct	**Coach**	**Support**	**Empower**	**Celebrate**

!

Teams REGRESS when new members join!
A performing team may return to storming.

Virtual Team Success Factors

- Clear communication protocols
- Regular check-ins
- Document decisions
- Mind time zones
- Build trust intentionally

Power/Interest Grid

POWER ↑

KEEP SATISFIED High Power/Low Interest	**MANAGE CLOSELY** High Power/High Interest
MONITOR Low Power/Low Interest	**KEEP INFORMED** Low Power/High Interest

← TOP PRIORITY

INTEREST →

Engagement Levels

Unaware	Resistant	Neutral	Supportive	Leading

→ GOAL

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Communication Methods

INTERACTIVE	PUSH	PULL
Meetings, calls	Emails, reports	Intranet, drives
Most effective!	**No guarantee**	**Self-service**

MUST-KNOW FORMULA

$$\text{Channels} = n(n-1) \div 2$$

where n = number of people

10 people = 10(9)÷2 = 45 channels

Salience Model — 3 Attributes

POWER
Impose will

LEGITIMACY
Appropriate

URGENCY
Immediate

All 3 = DEFINITIVE STAKEHOLDER — highest priority!

Conflict Resolution

5 Techniques — PMI's preferred order

#	Technique	Alias	Description	Outcome	
1	**COLLABORATE**	(Problem-Solve)	Best solution	WIN-WIN	PMI FAVORITE
2	**COMPROMISE**	(Reconcile)	Both give up	LOSE-LOSE	
3	**SMOOTH**	(Accommodate)	Maintain harmony	LOSE-WIN	
4	**FORCE**	(Direct)	Quick, hurts trust	WIN-LOSE	
5	**WITHDRAW**	(Avoid)	Postpone	DELAY	

When in doubt → COLLABORATE!

PMI almost ALWAYS prefers this approach.

Negotiation & Motivation

Negotiation Strategies

INTEGRATIVE	DISTRIBUTIVE
WIN-WIN	**WIN-LOSE**
Both parties gain	One gains, one loses
PMI PREFERRED	

Motivation Theories

MASLOW	5 levels: Physiological → Self-Actualization
HERZBERG	Hygiene vs Motivators
McGREGOR	Theory X vs Theory Y
McCLELLAND	Achievement, Affiliation, Power

Planning Essentials

Planning is ITERATIVE — revisit throughout!

Key Project Documents

PROJECT CHARTER
Authorizes project, names PM

PROJECT MGMT PLAN
How project is executed

BUSINESS CASE
Justifies investment

PM Plan Components

Subsidiary Plans

- Scope Management
- Schedule Management
- Cost Management
- Quality Management
- Resource Management
- Communications
- Risk Management
- Procurement

Product vs Project Scope

PRODUCT SCOPE	PROJECT SCOPE
Features & functions of the deliverable	Work to deliver product scope

WBS Key Points

- Hierarchical decomposition of scope
- Lowest level = Work Packages
- 100% Rule: Include ALL work
- Does NOT show sequence

Scope Problems

SCOPE CREEP
Uncontrolled changes

GOLD PLATING
Adding unrequested extras

Both are BAD! Use formal change control.

Activity Dependencies

FS — **Finish-to-Start**
Most common

FF — **Finish-to-Finish**
Parallel end

SS — **Start-to-Start**
Parallel start

SF — **Start-to-Finish**
Rarely used

Estimating Techniques

ANALOGOUS	Similar past projects	*Quick*
PARAMETRIC	Statistical relationships	*$X/sq ft*
BOTTOM-UP	Each package summed	*Most accurate*
THREE-POINT	O + 4M + P / 6	*PERT*

PERT FORMULAS

$$E = (O + 4M + P) / 6$$

$$SD = (P - O) / 6$$

O = Optimistic M = Most Likely P = Pessimistic

Critical Path Method

Critical Path = Longest path through network

Determines MINIMUM duration • Zero float activities

Types of Float

TOTAL FLOAT

Delay without delaying PROJECT

LS - ES

FREE FLOAT

Delay without delaying NEXT activity

ES(next) - EF

Schedule Compression

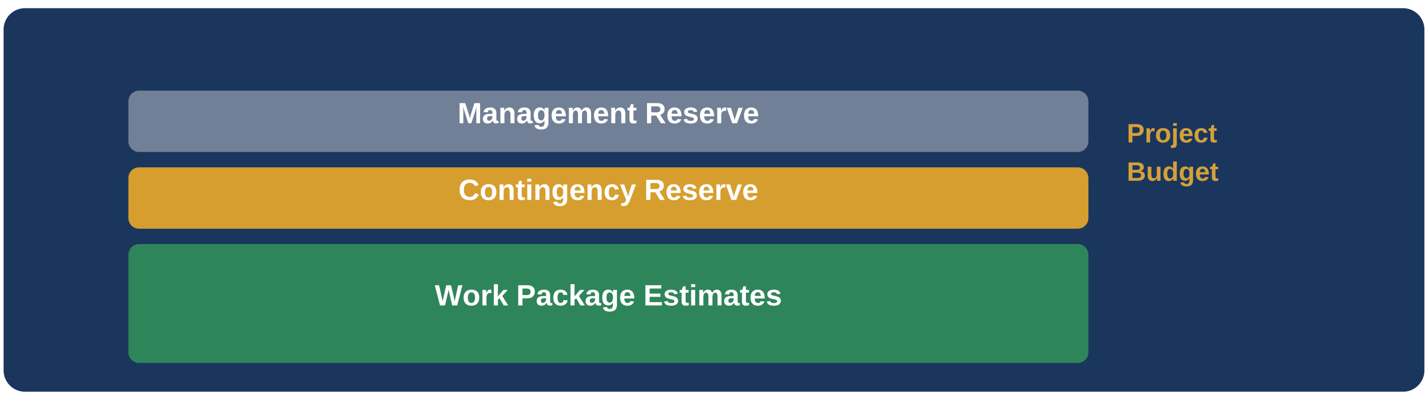
CRASHING	FAST TRACKING
Add resources	Parallel activities
Increases COST	**Increases RISK**

Crash FIRST (costs $), Fast Track SECOND (adds risk)

Estimate Accuracy

ROM (Rough Order)	Early phase	-25% to +75%
Budget Estimate	Planning	-10% to +25%
Definitive	Detailed	-5% to +10%

Budget Components



PM controls Contingency Reserve
Sponsor controls Management Reserve

The Big 3 EVM Values

PV — **Planned Value**
What you PLANNED to spend

EV — **Earned Value**
What you Work COMPLETED

AC — **Actual Cost**
What you ACTUALLY spent

FORMULAS (EV comes FIRST!)

COST

CV = EV - AC	+ under budget
CPI = EV / AC	>1 good

SCHEDULE

SV = EV - PV	+ ahead
SPI = EV / PV	>1 good

FORECASTING

EAC = BAC / CPI	Estimate at Completion
ETC = EAC - AC	Estimate to Complete

Negative = BAD | Index < 1 = BAD | Index > 1 = GOOD

Quality: QA vs QC

QUALITY ASSURANCE	QUALITY CONTROL
Process-focused PREVENTS defects	Product-focused FINDS defects

Risk Responses

THREATS		OPPORTUNITIES	
Avoid	Eliminate	**Exploit**	Make it happen
Transfer	Shift to 3rd party	**Share**	Allocate to 3rd party
Mitigate	Reduce impact	**Enhance**	Increase impact
Accept	Acknowledge	**Accept**	Take if occurs

ESCALATE: For risks outside PM's authority

Practice risk scenarios with exam questions → **pmptrainingacademy.com**

Contract Types

FFP — **Firm Fixed Price**
Buyer LEAST risk

FPIF — **Fixed Price + Incentive**
Shared risk

T&M — **Time & Materials**
Hybrid

CPFF — **Cost Plus Fixed Fee**
Seller LEAST risk

CPIF — **Cost Plus + Incentive**
Shared risk

FFP ← BUYER risk | SELLER risk → **CPIF**

Change Control

- 1. Identify change request
- 2. Document in change log
- 3. Assess impact
- 4. Submit to CCB
- 5. Implement if approved