



PM Update

Consejos para Certificarte con PMI

Lic. Mauricio Fuentes, PMP® / Ing. Jorge G. Calderón V., PMP®

Guatemala, 26 de Febrero de 2015

Patrocinadores

- Evento: PM Update Febrero 2015
- ¿Quieres formar parte de nuestro equipo de patrocinadores?
Escríbenos a: enlace@pmi.org.gt
- Agradecimiento especial a nuestros Patrocinadores

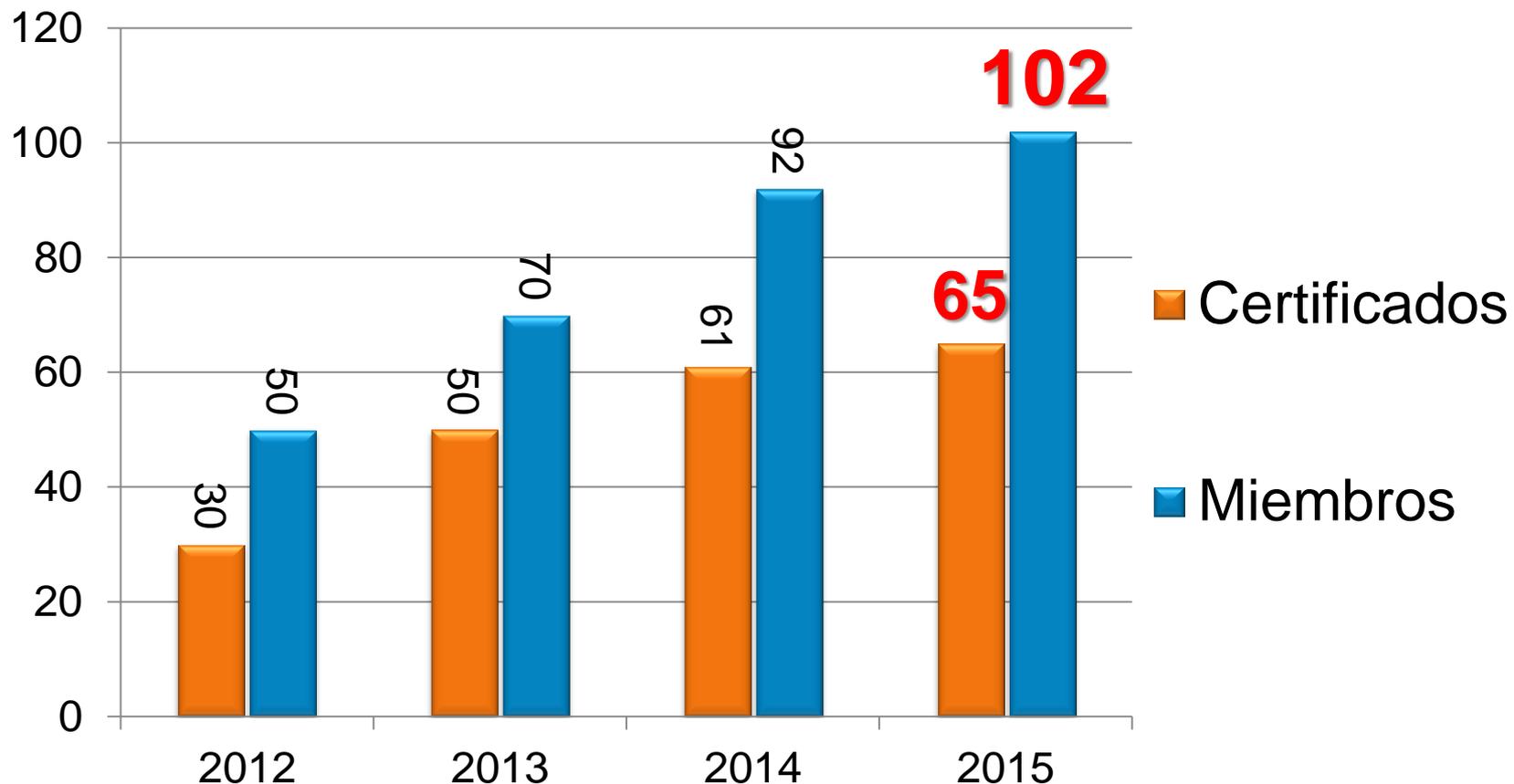


¡Felicitaciones!

PMI Guatemala Chapter



Miembros y Certificados



Ahora también nos puedes
seguir en twitter

@PMIGT

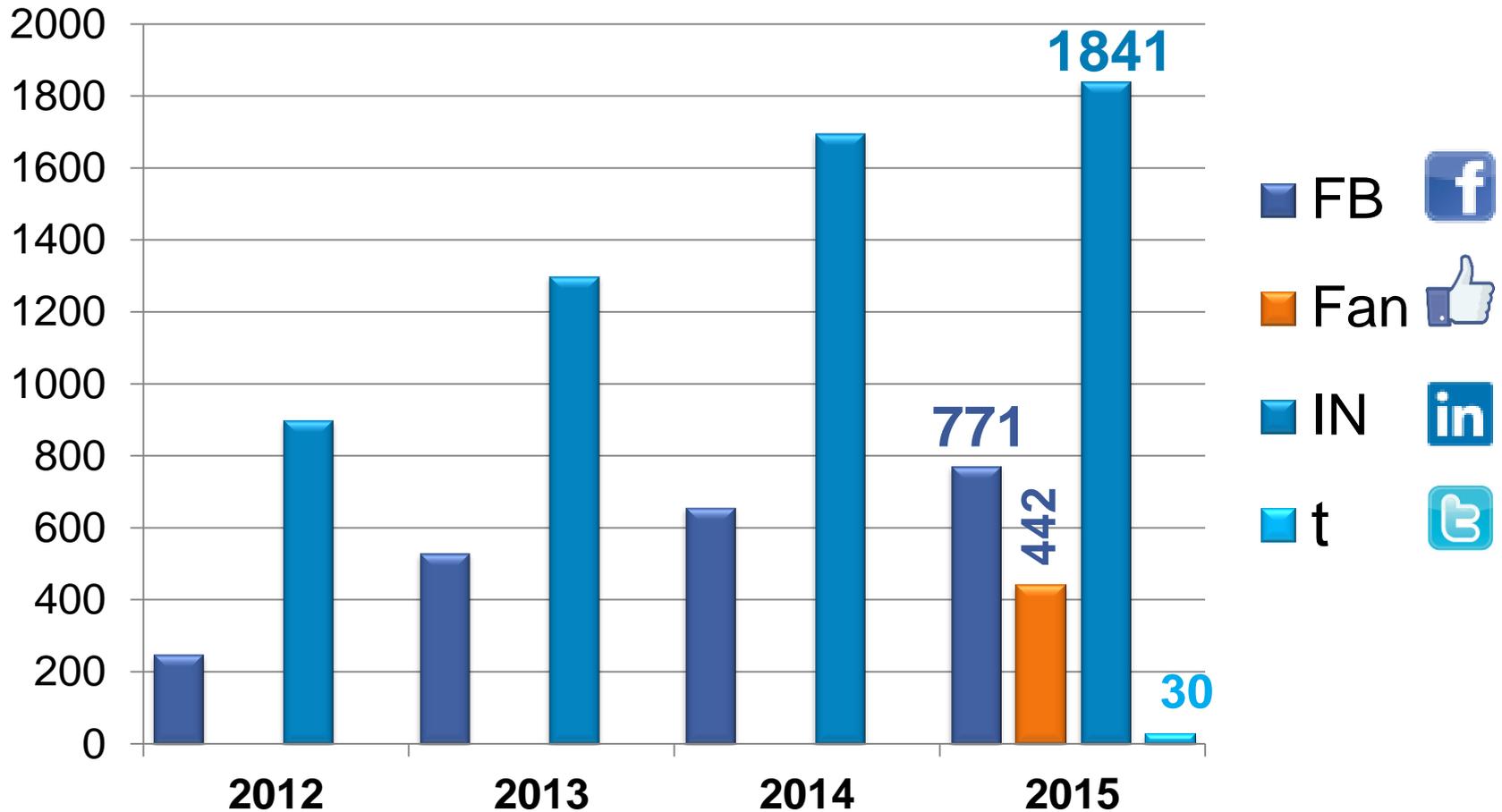


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CONSEJOS PARA CERTIFICARTE CON PMI®

LIC. MAURICIO FUENTES, PMP®
ING. JORGE CALDERON , PMP®

Lic. Mauricio Fuentes, PMP®

Licenciado en Economía y Negocios
PMP® (Project Management Professional)



Experiencia:

- Empresa farmacéutica
 - Departamento de Proyectos
 - Selección e implementación de sistema de información (ERP)
- Empresa de Extrusión de Aluminio
 - Departamento de Acabados / Departamento de Fabricación / Distribuidora de Guatemala
 - Creación de prototipos, desarrollo de productos nuevos, desarrollo de línea completa de productos
- Empresa de Fabricación de Equipo Agroindustrial
 - Departamento de Operaciones
 - Coordinación de Cadena de Suministros – Producción – Logística, coordinación de fabricación de prototipos

Ing. Jorge G. Calderón V, PMP®

Ingeniero en Ciencias y Sistemas

PMP® (Project Management Professional)



Experiencia:

- 15 años de experiencia en Administración de Proyectos.
Estructuración de proyectos con estándares y metodologías de PMI,
Empresas de venta al detalle (Retail) e Inversión y Recaudación de Fondos Financieros (Broker).
- 5 años de experiencia Gerencial en Departamentos de Tecnología de Información.
- 4 años de Experiencia en análisis de procesos de negocios (Business Analyst)
- 3 años de Experiencia en Integración de empresas (Organizational Change Management).
- Experiencia en Gestión de equipos presenciales y virtuales.

¿Por qué certificarme?

- **Credibilidad**
 - Tu organización reconoce que sabes hacer las cosas.
 - Confianza en ti mismo, tu metodología de trabajo y tus decisiones.
- **Relevancia / Ventaja Competitiva (+)**
 - Estás acreditado internacionalmente.
- **Transparencia**
 - Equipo Ético con Integridad.
- **Compromiso**
 - Búsqueda de la Excelencia.



¿Cómo empezar?

http://www.pmi.org/en/Certification/~media/PDF/Certifications/pdc_pmphandbook.ashx

- Horas de experiencia (por ejemplo para PMP®)
 - Graduado Universitario: 4,500 hrs Liderando y Dirigiendo proyectos.
 - Graduado Diversificado: 7,500 hrs Liderando y Dirigiendo proyectos.

- Horas de estudio de la guía PMI (por ejemplo el PMBOK - versión actual)
 - 35 horas –Prep Exam Education
 - Lee el PMBOK y otros documentos de apoyo.
 - Practicar con Simuladores, puede representar inversión.

- Estructura del Examen de Certificación
 - 200 preguntas, en 4 horas exactas sin interrupciones.
 - 175 cuentan para evaluación.

- Valor de Inversión
 - \$405.00 Miembros PMI
 - \$555 no Miembros PMI

PMP Exam Blueprint	
From the PMP Examination Content Outline	
Domain	Percentage of Questions
Initiation	13%
Planning	24%
Executing	30%
Monitoring and Controlling	25%
Closing	8%
TOTAL	100%

Exam Administration Type	PMI Member Status	US Dollars
Computer-based testing (CBT)	member	\$405
Computer-based testing (CBT)	nonmember	\$555
Paper-based testing (PBT)	member	\$250
Paper-based testing (PBT)	nonmember	\$400
Reexamination CBT	member	\$275
Reexamination CBT	nonmember	\$375
Reexamination PBT	member	\$150
Reexamination PBT	nonmember	\$300

Registro de Experiencia

PMI Experience Verification Worksheet

[Josh's recommended PMP Training \(and 35 educational contact hours, a requirement to sit for the PMP exam\)](#)

[Instructions \(Video\)](#)

Created by Josh from pmStudent.com

Factor % is the per cent of time spent on proj mgmt.
Hours are based on months x 4.33 wks x 45 hrs./wk
Numbers in **BLUE** are inputs

Employer	ID	Project Name	Start	End	Gross		Net		Distributions					Distributed Hours						
					Months	Hours	Factor	Hours	Initiate	Plan	Execute	Control	Close	Total	Initiate	Plan	Execute	Control	Close	Total
Walmart Centroamerica	N/A	Commercial Process Mapping – Subproject of Walmart CAM Integration Program	2/1/06	8/1/06	6.0	1176	90%	1058	0%	15%	70%	10%	5%	100%	0	159	741	106	53	1058
Walmart Centroamerica	N/A	Commercial GAP Analysis – Subproject of Walmart CAM Integration Program	12/1/06	6/30/07	7.0	1370	90%	1233	5%	15%	65%	10%	5%	100%	62	185	802	123	62	1233
Walmart Centroamerica	N/A	Item File CAM Implementation – Subproject of Walmart CAM Commercial Integration Program	9/16/09	1/7/10	3.8	734	85%	624	5%	30%	40%	20%	5%	100%	31	187	250	125	31	624
Walmart Centroamerica	N/A	Data Warehouse Reengineering - BI Project	5/1/10	9/30/10	5.1	987	60%	592	10%	40%	20%	20%	10%	100%	59	237	118	118	59	592
Grupo Tiendas Asociadas	N/A	Human Resource Module Implementation - Subsystem of CMF ERP	2/1/11	7/31/11	6.0	1169	70%	818	10%	30%	20%	35%	5%	100%	82	246	164	286	41	818
Grupo Tiendas Asociadas	N/A	Accounting Module Implementation - Subsystem of CMF ERP	8/1/11	11/30/11	4.0	786	50%	393	10%	30%	20%	35%	5%	100%	39	118	79	138	20	393
Grupo Tiendas Asociadas	N/A	Accounts Payable Module Implementation - Subsystem of CMF ERP	1/1/12	8/31/12	8.1	1578	90%	1420	10%	25%	40%	25%	0%	100%	142	355	568	355	0	1420
Xerox	5992	ECC Trap Forwarding	9/17/12	12/14/12	2.9	572	25%	143	5%	30%	30%	25%	10%	100%	7	43	43	36	14	143
Xerox	6217	ProWatch App Upgrade to ver 3.8	12/12/12	4/5/13	3.8	740	25%	185	5%	20%	40%	25%	10%	100%	9	37	74	46	19	185
Xerox	6580	Storage	3/12/13	4/26/13	1.5	292	25%	73	5%	25%	40%	20%	10%	100%	4	18	29	15	7	73
Xerox	6378	EDI Invoices Secure File Transfer	1/14/13	5/17/13	4.1	799	25%	200	5%	40%	30%	15%	10%	100%	10	80	60	30	20	200
														Hours	445	1664	2927	1378	326	6740
														%	6.6%	24.7%	43.4%	20.4%	4.8%	100.0%

2/8/07

NO
Traslapes

%
Asignación ?

% de Tiempo asignado
a cada Grupo de Procesos

Registro de Experiencia

Project Experience Report

PROJECT	#1	#2	#3	#4
Project Name	Stabilize and recover Distribution Operation in Guatemala	Jalousy-Clip stamping production line: Optimization of material loading process	Aluminum Pallets production line	Improvement of EMT bending operation
Title	General Manager	Fabrication Manager	Fabrication Executive	Fabrication Manager
Role	Manager	Manager	Project Manager	Manager
Industry	Construction	Manufacturing	Manufacturing	Manufacturing
Start	1-jun-11	20-mar-07	25-oct-06	27-ene-10
End	3-mar-13	31-oct-07	5-dic-07	21-jul-10
Dedicación	100%	30%	30%	20%
Días	641	225	406	175
Días háb.	442	162	291	123
Hours	3536	389	698	197
Job Title	General Manager	Fabrication Manager	Fabrication Executive	Fabrication Manager
Organization Name	Maderas y Metales S.A.	Aluminio de Centroamerica S.A.	Aluminio de Centroamerica S.A.	Aluminio de Centroamerica S.A.
Country	Guatemala	El Salvador	El Salvador	El Salvador
Organization Address	Calzada Atanasio Tzul 16-65, Zona 12	Bld. del Ejercito Nacional, Km 7 y me	Bld. del Ejercito Nacional, Km 7 y me	Bld. del Ejercito Nacional, Km 7 y me
City	Guatemala	San Salvador	San Salvador	San Salvador
State	Guatemala	San Salvador	San Salvador	San Salvador
Zip	N/A	N/A	N/A	N/A
Country Code		502	503	503
Area				503
Phone Number	2285-6000	2251-0600	2251-0600	2251-0600
Extension		202	32	32
Contact Name	Byron Galicia	Aracely de Amaya	Aracely de Amaya	Aracely de Amaya
Contact Relationship	Manager/Director	Manager/Director	Manager/Director	Manager/Director
Contact E-mail	bealicia@hotmail.com	rrhh@aldeca.com.sv	rrhh@aldeca.com.sv	rrhh@aldeca.com.sv
Country Code		502	503	503
State				
Phone Number	5205-5397	2251-0632	2251-0632	2251-0632
Extension				
Description (max 550 chara count). In the space provided below, please summarize this project. The summary should include the project objectives and your role, as well as key deliverables and outcomes by Process Groups. The description should include examples of how you led and directed this project. Please ensure that your description is between 300 and 550 characters.	The objective of this project was to stabilize the company and deliver positive results. In order to achieve the goals, processes were streamlined and more controls were introduced in key strategic areas. The company goals were communicated at all levels in order to align the strategic objectives to day-to-day activities. Results: turned profit from -12% to 5% in one year.	The objective of this project was to reduce by half loading time of the Jalousy-Clip stamping production line. This resulted in a significant cost reduction. To achieve this, the process was streamlined and new tools were implemented. I worked with the production line operators as well as with the vendor in an iterative fashion until the objective was achieved. Results: loading time reduced by more than 50%.	Develop a production line for Aluminum Pallets. Some requirements were: production line should be efficient while in operation and should be transportable in order to optimize floor space while not in operation. Design of the Aluminum Pallets was reviewed in order to comply with market requirements. Several trials with a local beverage company were conducted. Result: 2 production lines ready for operation.	Reduce defective pieces in production of EMT elbows. This was achieved by introducing a new tool (EMT Bender) and by developing new procedures. Another objective of this project was to optimize working space with a more compact production setup. Results: production time reduced by 30%, operation space reduced by 70%.
Test chara count	Ok	Ok	Ok	Ok
TOTAL HOURS	5,126		412	409
TOTAL MONTHS	86			318

Registro de Experiencia

PROJECT #2

Project Name: Jalousy-Clip stamping production line: Optimization of material loading process

Title: Fabrication Manager

Role: Manager

Industry: Manufacturing

Start: 20-Mar-07

End: 31-Oct-07

Dedicación: 30%

Días: 225

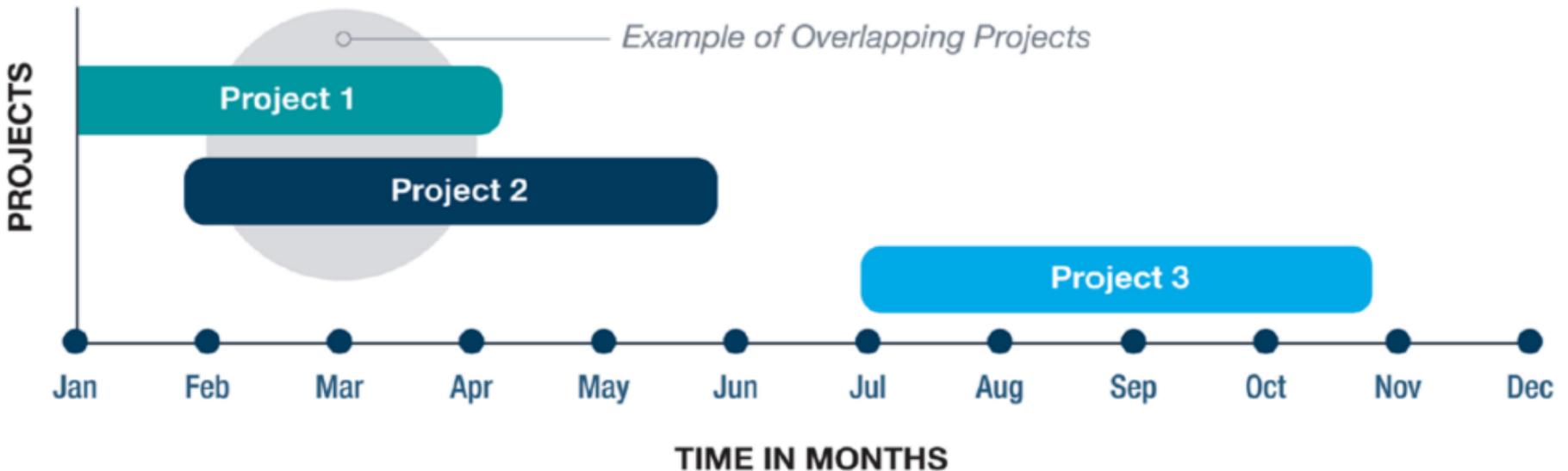
Días háb.: 162

Hours: 389

# HOURS	INITIATING PROCESSES	Dedicación	% Tasks	Total Hours	
2	Conduct project selection methods to evaluate the feasibility of new products or services.	10%		39	
8	Identify key stakeholders and perform analysis to gain buy-in and requirements for the success of the project.		5%		
12	Define the scope of the project based on the organization need to meet the customer project expectations.				
12	Develop the project charter and review it with key stakeholders to confirm project scope, risks, issues, assumption constraints as well as obtain project charter approval from the project sponsor.				
6	Identify and document high level risks, assumptions and constraints using historical data and expert judgment.				
	PLANNING PROCESSES				
12	Identify key project team members and define roles and responsibilities to create a project organization and develop a communication plan.				
47	Create the work breakdown structure with the team to develop the cost, schedule, resource, quality and procurement plans.				
12	Identify project risks to define risk strategies and develop the risk management plan.				
29	Obtain project plan approval from the customer and conduct a kick off meeting with all key stakeholders.				
12	Define and record detail project requirements, constraints and assumption with the stakeholders to establish the deliverables.				
6	Develop the change management plan to define how changes will be handled to manage the triple constraints.				
	EXECUTING PROCESSES				
9	Manage proactively the resource allocation by ensuring that appropriate resources and tools are assigned to according to the project plan.				
53	Execute the tasks defined in the project plan in order to achieve the project goals.				
18	Ensure a common understanding and set expectations through communication to align the stakeholders and team members.				
	MONITORING AND CONTROLLING PROCESSES				
19	Measure project performance using appropriate tools and techniques.	10%	100%	39	
8	Verify and manage changes to the project scope, project schedule and project costs as defined in the change management plan.		50%		
4	Monitor the status of all identified risks, identify any new risks, take corrective actions and update the risk response plan.		20%		
8	Ensure the project deliverables conform to quality standards established in the project quality plan.		10%		
	CLOSING PROCESSES				
3	Formalize and obtain final acceptance for the project.	5%	100%	19	
2	Identify, document and communicate lessons learned.		15%		
3	Learned, surveys, risk and issues logs, etc.) in order to retain organizational knowledge, comply with statutory requirements, and ensure		10%		
8	Obtain financial, legal and administrative project closure (e.g., final payments, warranties, contract signoff).		15%		
1	Release all project resources and provide performance feedback.		40%		
2	Create and distribute final project report.		5%		
1	Measure customer satisfaction at the end of the project.		10%		
	TOTAL		5%		
		100%	100%	389	

Registro de Experiencia

En el caso de que haya traslape entre proyectos diferentes realizados al mismo tiempo, se reporta el tiempo corrido.



Tips Registro de Experiencia

- Se objetivo.
- No describas el proyecto, describe tu experiencia gestionando el proyecto.
- No des explicaciones que no agregan valor a tu experiencia.
- NOT THE WHAT... THE HOW !!! PMI Based.

Proceso de Auditoría

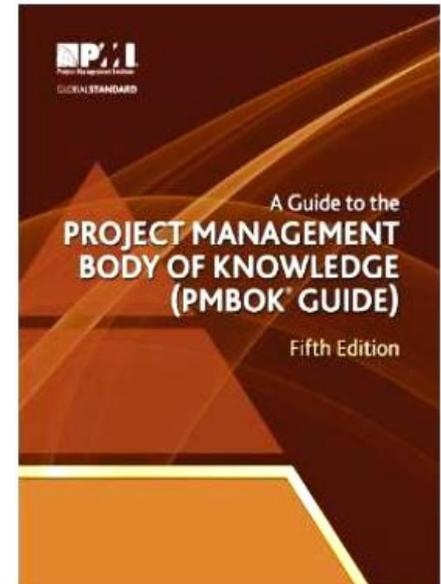
- PMI selecciona de forma aleatoria a cierta cantidad de aplicaciones para entrar al proceso de auditoria.
- PMI informa a los candidatos seleccionados para el proceso de auditoria luego de realizar el pago de su derecho de examen.
- 90 días para presentar copias de:
 - Diploma de Estudios Académicos
 - Diploma de 35 horas de estudios específicos para certificación
 - Firma de Supervisor o Gerente de proyectos reportados en experiencia
- Luego de presentada la información, el proceso tarda de 5 a 7 días.
- El proceso se reanuda luego de completada exitosamente la auditoria.



Estudio de la guía PMBOK

35 horas - Project Management Education

- **Lee el PMBOK**
- Curso PMP Prep Exam
 Buscar cursos con un R.E.P. (PMI Registered Education Providers)
- Utiliza otros libros de referencia.
- Asóciate con comunidades de estudio.
- Estudia por tu cuenta.
- Estudia todos los días, descansa fines de semana.



Plan de Estudios

Own study plan:													
Plan/Topics		Main Purposes	Weeks to cover the topics										
			W1	W2	W3	W4	W5	W6	W7	W8			
PMP Prep Class													
	PMP Prep Class	35 hours of PMP studies											
Generalities													
	5 Process Groups	Learn the name and general meaning of each of the 5 Process Group											
	10 Knowledge Areas	Learn the name and general meaning of each of the 10 Knowledge Areas											
47 Processes													
	- Integration 6 processes	Learn the name and general purposes of each of the 6 process of the Integration Knowledge Area											
	- Scope 6 processes	Learn the name and general purposes of each of the 6 processes of the Scope Knowledge Area											
	- Time 7 processes	Learn the name and general purposes of each of the 7 processes of the Time Knowledge Area											
	- Cost 4 processes	Learn the name and general purposes of each of the 4 processes of the Cost Knowledge Area											
	- Quality 3 processes	Learn the name and general purposes of each of the 3 processes of the Quality Knowledge Area											
	- Human Resources 4 processes	Learn the name and general purposes of each of the 4 processes of the HR Knowledge Area											
	- Communication 3 processes	Learn the name and general purposes of each of the 3 processes of the Communication Knowledge Area											
	- Risks 6 processes	Learn the name and general purposes of each of the 6 processes of the Risk Knowledge Area											
	- Procurements 6 processes	Learn the name and general purposes of each of the 6 processes of the Procurement Knowledge Area											
	- Stakeholders 4 processes	(New for PMBOK v5)											

Plan de Estudios

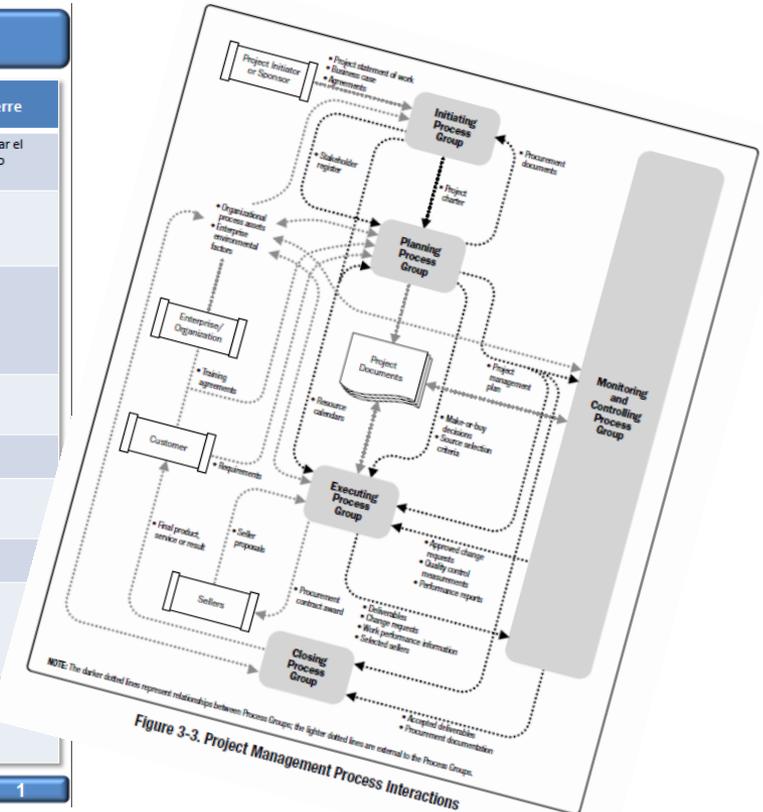
Own study plan:			Weeks to cover the topics							
Plan/Topics	Main Purposes	W1	W2	W3	W4	W5	W6	W7	W8	
250 Inputs, Outputs, Tools & Techniques										
64 Inputs	Learn and understand the workflow of each Input from the beginning to the end (Roadmap of each Input and Processes Interaction)									
67 Outputs	Learn and understand the workflow of each Output from the beginning to the end (Roadmap of each Input and Processes Interaction)									
119 Tools & Techniques	Understand and find a sample (Internet research/YouTube) of each tool and technique represented on each Process group									
Simulations and Questionaries										
85%+ on Integration KA										
85%+ on Scope KA										
85%+ on Time KA										
85%+ on Cost KA										
85%+ on Quality KA										
85%+ on HR KA										
85%+ on Communication KA										
85%+ on Risk KA										
85%+ on Procurement KA										
85%+ on 100 Questionaries										
85%+ on 200 Questionaries										
Data minding										
Brain dump of PMBOK Matrix				30 min	20 min	10 min	5 min	5 min		
Brain dump of Input Outputs Roadmap				30 min	20 min	10 min	5 min			
Brain dump of Formulas and Results Meaning				30 min	20 min	10 min	5 min			
FINAL EXAM										

Mapas Mentales

Grupos de Procesos y Áreas de Conocimiento

Áreas de Conocimiento	Iniciación	Planificación	Ejecución	Seguimiento y Control	Cierre
Integración	1. Desarrollar el Acta de Constitución	3. Desarrollar el plan del proyecto	27. Dirigir y gestionar el trabajo	35. Monitorear y controlar 36. Realizar el control integrado de cambios	46. Cerrar el proyecto
Alcance		4. Elaborar el plan de manejo del alcance 5. Recopilar requisitos 6. Definir el alcance 7. Crear la EDT		37. Verificar el alcance 38. Controlar el alcance	
Tiempo		8. Elaborar el plan de manejo del tiempo 9. Definir las actividades 10. Secuenciar las actividades 11. Estimar los recursos 12. Estimar la duración 13. Desarrollar el cronograma		39. Controlar el cronograma	
Costos		14. Elaborar el plan de manejo de costos 15. Estimar los costos 16. Determinar el presupuesto		40. Controlar los costos	
Calidad		17. Elaborar el plan de manejo de calidad	28. Aseguramiento de la calidad	41. Controlar la calidad	
RRHH		18. Elaborar el plan de manejo de RRHH	29. Adquirir al equipo 30. Desarrollar al equipo 31. Gestionar al equipo		
Comunicaciones		19. Elaborar el plan de manejo de comunicaciones	32. Manejar las comunicaciones	42. Controlar las comunicaciones	
Riesgos		20. Elaborar el plan de manejo de riesgos 21. Identificar los riesgos 22. Realizar el análisis cualitativo 23. Realizar el análisis cuantitativo 24. Planificar la respuesta a los Riesgos		43. Controlar los riesgos	
Adquisiciones		25. Elaborar el plan de manejo de adquisiciones	33. Efectuar las adquisiciones	44. Controlar las adquisiciones	47. Cerr adquis
Interesados	2. Identificar a los interesados	26. Elaborar el plan de manejo de los interesados	34. Manejar el compromiso de los interesados	45. Controlar el compromiso de los interesados	

Procesos de la Dirección de Proyectos



Mapas Mentales

Acronym	Meaning	Formula
D	Duration of a Task	D = Estimated duration Techniques: PERT Analogus Parametric Rough Estimation
P	Pesimistic Estimation (longest time)	
O	Optimistic Estimation (shortest time)	
M	Most likely Estimation	

Acronym	Name of the Metric	Meaning	Formula	Results analysis
EVM	Earn Value Method	Method to evaluate the project performance		
BAC	Budget at Completion	Budget of the project		
PV	Plan Value	How much work is planned so far		
EV	Earn Value	How much work is really done	$EV = CPI * AC$	
AC	Actual Cost	How much money is spent so far	$EV = CPI * PV$	
CV	Cost Variance	Difference between the work done and Spent	$CV = EV - AC$	Cost Overrun < 0 < Performing more than spent
CPI	Cost Performance Index	How the project is performing Over the Cost spent in a period of time	$CPI = EV / AC$	Cost Overrun < 1 < Performing more than spent
CPI ^c	Cost Performance Index at Completion	How the project is performing Over the Cost spent at todays	$CPI^c = EV^c / AC^c$	Cost Overrun < 1 < Performing more than spent
SV	Schedule Variance	Difference between the work done and the planned	$SV = EV - PV$	Behind Schedule < 0 < Ahead Schedule
SPI	Schedule Performance Index	How the project is performing Over the Planned work in a period of time	$SPI = EV / PV$	Behind Schedule < 1 < Ahead Schedule
EAC	Estimated at completion (Budget)	Change to the original Budget Considering the performance of the project	$EAC = BAC / CPI^c$	
TCPI	To Complete Performance Index	How the project is performing as Overall in money terms	$TCPI = (BAC - EV) / (BAC - AC)$	Losing Money < 1 < Earning more Money than expected
		How the project is performing as Overall in money terms, considering the permanent	$TCPI = (BAC - EV) / (EAC - AC)$	Losing Money < 1 < Earning more Money than expected
ETC	Estimated to Complete	How much is pending to spent		
VAC	Variance at completion	How much we vary from the o		

N = Number of Connection/Communication Channels
 $N = N * (N - 1) / 2$
 a direct connection from each one to each other one

Meanings:
 High N - High Risk
 - Complex Mangament of Stakeholder's expectation

Practica Mapas Mentales

	Initiating	Planning	Executing	Monitoring & Controlling	Closing
Integration	- Develop Project Charter	- Develop project Mgmt Plan	- Direct & manage the project work	- Monitor Mgt Prog, Waste, Performance, Identify & Manage Ctl	- Close Project
Scope		- Plan scope Mgmt - Collect requirements - Define scope - Create WBS		- Validate scope - Ctl Scope	
Time		- Plan schedule Mgmt - Identify activities - Sequence - Estimate activity resources - Develop Schedule		- Ctl Schedule	
Cost		- Plan cost Mgmt - Estimate costs - Determine Budget		- Ctl Costs	
Q		- Plan Q Mgmt	- Perform Q Assurance - Ctl Quality		
H.R.		- Plan H.R Mgmt	- Acquire Project Team - Develop - Manage		
Comm.		- Plan Comm. Mgmt	- Manage Comm.	- Ctl Comm.	
Risks		- Plan Risk Mgmt - Identify Risks - Perform qualitative & quantitative analysis - Plan Risk responses		- Ctl Risks	
Proc.		- Plan procurement Mgmt	- Conduct Proc.	- Ctl Proc.	- Close Proc.
S.h.	- Identify S.h.	- Plan S.h. Mgmt	- Manage S.h. engagement	- Ctl S.h. engagement	
	2	2+1	8	11	2

BAC: Budget at Completion
 EV: Earned Value
 PV: Planned Value
 AC: Actual Cost

$SV = EV - PV$ [Schedule Variance]
 $CV = EV - AC$ [Cost Variance]

$SPI = EV / PV$ [Schedule Performance Index]
 $CPI = EV / AC$ [Cost Performance Index]

$EAC_{Actual} = AC + BAC - EV$ [Estimate at Completion]
 $EAC_{Typ} = \frac{BAC}{CPI}$

$ETC = EAC - BAC$ [Estimate to Complete]
 $VAC = BAC - EAC$ [Value at Completion]

$TCPI_{BAC} = \frac{BAC - EV}{BAC - AC}$ [To complete performance index]

$TCPI_{EAC} = \frac{BAC - EV}{EAC - AC}$

$PERT = \frac{O + 4R + P}{6}$

Number of Channels = $\frac{N(N-1)}{2}$

Buyer	CPFF	CPAF	CPIF	FPEPA	FPIF	FFP
+	←	←	←	→	→	→
-	→	→	→	←	←	←

$AC = \text{Target Fee} + \left(\frac{(\text{Target Cost} - AC) + \text{Seller Share}}{\text{Buyer Share}} \right)$

$PTA = \text{Target Cost} + \left(\frac{(\text{Target Cost} - \text{Target Price}) + \text{Buyer Share}}{\text{Seller Share}} \right)$

Crea Mapas Mentales

- Matriz de Grupo de Procesos y Áreas de Conocimiento.
- ITTO - Inputs, Tools and Techniques, Outputs.
- Fórmulas
 - Criterios de uso
 - Significado de los resultados
- Acrónimos
- Flujo de documentos

Práctica, Práctica y (+) Práctica

- Simuladores y cuestionarios físicos

Question 181
Incorrect
Mark 0 out of 1
Flag question

During the sixth monthly update on a ten-month, \$30,000 project, the analysis shows that the cumulative PV is \$20,000, the cumulative AC is \$10,000, and the cumulative EV is \$15,000. In planning its action, management can conclude all of the following from these figures EXCEPT:

Select one:

- A. Less has been accomplished than was planned.
- B. Less has been spent than planned.
- C. Continuing performance at the same efficiency with no management intervention, the project will probably be completed ahead of schedule and over budget.
- D. Continuing performance at the same efficiency with no management intervention, the project will probably be completed behind schedule and under budget. ✗

INCORRECT! Performance Measurement Analysis The PV, EV, and AC values are used in combination to provide performance measures of whether or not work is being accomplished as planned at any given point in time. The most common performance measures are cost variance (CV) and schedule variance (SV): Cost variance Formula: $CV = EV - AC$; Schedule variance (SV) Formula: $SV = EV - PV$. The values, the CV and SV, can be converted to efficiency indicators to reflect the cost and schedule performance of any project. Cost performance index (CPI) Formula: $CPI = EV/AC$; Cumulative CPI (CPIc) The cumulative CPI is widely used to measure project costs at completion. CPIc equals the sum of the periodic earned value divided by the sum of the individual actual costs (ACc). Formula: $CPIc = EV/PV$ Schedule performance index (SPI) Formula: $SPI = EV/PV$

The correct answer is: Continuing performance at the same efficiency with no management intervention, the project will probably be completed ahead of schedule and over budget.

PMP Exam Prep Exam Simulation
PMP Exam Prep ES2011v41 Quizzes 100 Random Questions - Set 2 Review of attempt 3
Monday 27 May 2013

100 Random Questions - Set 2
Review of attempt 3

Finish review

Started on	Monday, 27 May 2013, 12:34 PM
Completed on	Monday, 27 May 2013, 02:14 PM
Time taken	1 hour 39 mins
Grade	74 out of a maximum of 100 (74%)

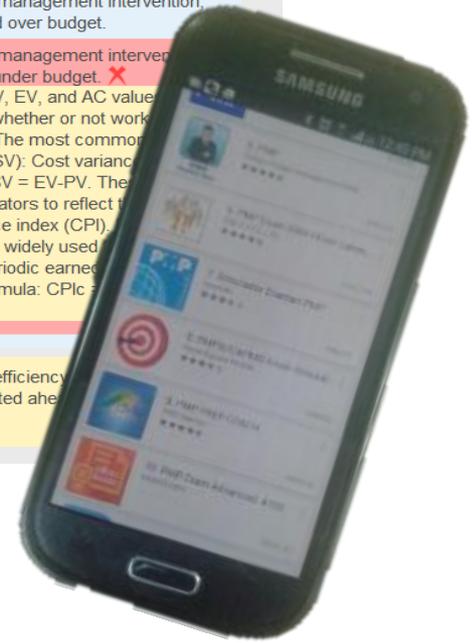
1 You are the project manager of ABC project. Midway through the project a key component was stolen. This was not planned for. The team met after the event and managed to make the product work without the stolen component. This is an example of:

Choose one answer.

- A. Accepting the consequences passively. ✗
- B. Transfer of risk ✗
- C. Risk mitigation ✗
- D. Work-around ✓

CORRECT! A workaround is a response to an unplanned negative risk that has occurred.

Correct Marks for this submission: 1/1.



Práctica, Práctica y (+) Práctica

- Simuladores

Planning / Cost 5-A033

19/02/2014 Study Session

20 Questions by Knowledge Area

Total Score	18 / 20	90%
Project Scope Manage...	3 / 3	100%
Project Time Management	3 / 3	100%
Project Cost Management	1 / 2	50%
Project Integration Man...	11 / 12	92%

Delete this Record >

¿Cuándo estoy listo?

- 80%+ promedio general

Test Score Report

Student Name: CALDERON VASQUEZ, JORGE
Course Title: TestPrep PMP PMBOK Guide Fourth Edition Aligned (Effective until 31Aug2011)
Start Date: Jul 24, 2013
Current Course Score: 75%
Completion Status: Started
Completion Date: ---

In order to complete this course, you must meet the following criteria in one or more sessions:

- Achieve a minimum score of 80% on each lesson

Overall Scores	First Score	Highest Score	Current Score
Initiation	75%	75%	75%
Planning	68%	68%	68%
Executing	67%	67%	67%
Monitoring and Controlling	74%	74%	74%
Closing	83%	83%	83%
Professional and Social Responsibility	89%	89%	89%
	67%	67%	67%



Started on Tuesday, 23 July 2013, 7:53 PM
State Finished
Completed on Tuesday, 23 July 2013, 8:56 PM
Time taken 1 hour 3 mins
Grade 84 out of a maximum of 100

Question 1 You are the project manager of ABC project. There was a conflict between

Confirma tu Aplicación PMI.Org

- Constancia de Registro de Experiencia y educación R.EP.



Name for correspondence from PMI:

First Name:
Last Name:
Preferred Email Address:

Contact Information (Home):

Address Line 1:
Address Line 2:
City:
Country:

Contact Information (Work):

Address Line 1:
Address Line 2:
City:
Country:

Name as it should appear on your Certificate:

Jorge G. Calderon V.

Commercial Process Mapping – Subproject of Walmart CAM Integration Program: PROJECT DETAILS

Planning Domain	Executing Domain	Controlling Domain	Closing Domain
159.00	741.00	106.00	53.00

Summary of the Walmart centralamerica Integration program, the analysis and mapping of all the business processes required. Interviews, observation, documentation and validation were performed per each business area regarding the functionality of the current processes and systems. The deliverables expected were a process diagram per each business process related with each IT Application. The stakeholders involved in the project were the commercial division.

GAP Analysis – Subproject of Walmart CAM Integration Program: OVERVIEW

Start	Through	Primary Industry
	Jun 2007	Other (Retail)



ProWatch App Upgrade to ver 3.8: PROJECT DETAILS

Planning Domain	Executing Domain	Controlling Domain	Closing Domain
37.00	74.00	46.00	19.00

Summary of the ProWatch App Upgrade project, the analysis and mapping of all the business processes required by customer standards, a Windows Server, MS SQL 2008 R2 and TCP/IP technology is required. The old ProWatch version uses RS232 communication architecture instead of TCP/IP, and to migrate to the new ProWatch version an OS upgrade is required. This project was to build a new bubble architecture in order to give continuity to the services of the application and upgrade to the new version of the software. This project was managed by America's Project Team with Sponsor and clients in Bangalore and Hyderabad. (Multicultural)

Management Education for the PMP Certification Exam: EDUCATION COURSE

Start	Through	Primary Industry
	Apr 2013	



Calendarizar mi examen

- Prometric www.prometric.com

The image shows a screenshot of the Prometric website interface. At the top, there is a navigation bar with links: ABOUT PROMETRIC, OUR SOLUTIONS, BECOME A TEST CENTER, NEWS & RESOURCES, and CONTACT US. Below this, the Prometric logo is on the left, and a search bar is on the right. A yellow circle highlights the 'Schedule My Test' button. Other buttons include 'Locate a Test Center', 'Reschedule/Cancel', and 'Prepare for Test Day'. The main content area features a woman pointing towards a 'HOW DO I?' section with two icons: 'SCHEDULE MY TEST' (circled in yellow) and 'LOCATE A TEST CENTER'. Below these icons is a 'Start by entering test sponsor' button and a directory selection tool with buttons for A-C, D-G, H-J, K-M, and N-Q. At the bottom, there are three columns: 'ABOUT PROMETRIC', 'PREPARE FOR YOUR TEST' (with a 'Take a TEST DRIVE today!' button), and 'WHAT TO EXPECT ON TEST DAY'.

Overlaid on the right side of the website screenshot is a printed document titled 'Prometric - Committed Registration'. The document includes the Prometric logo and the text 'NEW APPOINTMENT:'. It contains a list of steps: Information Review, Privacy Policy Review, Eligibility Information, Appointment Selection, Test Center Selection, Date and Time Selection, Additional Information, Appointment Verification, and Appointment Complete. The 'Appointment Summary' section provides the following details:

- Name: Jorge Calderon V
- Address: [Redacted]
- Home (Evening) Phone: [Redacted]
- Work/Day Phone: [Redacted]
- Program Name: Project Management Institute
- Appointment Name: PMP - Project Management Professional
- Test Center Number: 8344 - GUATEMALA CITY, GUATEMALA
- Test Center Address: Instituto Guatemalteco Americano (IGA), Ruta 1, 4-05 Zona 4, Guatemala City, Guatemala
- Test Center City: Guatemala City
- Test Center Country: GTM
- Test Center Phone #: 502-2422-5555
- Appointment Date: 29 Jul 2013
- Appointment Time: 12:30 PM
- Appointment Duration: 4:30
- E-mail: jorgecalderon@gmail.com

The document also includes a 'Trustad Provider of Market Leading Test Development and Delivery Solutions' logo and a 'Close' button. The page number 'Page 1 of 1' is visible in the top right corner.

Día 0 –Examen

- Se un poco reservado.
- Preséntate 1 hora antes de iniciar tu examen.
 - Mejor si haces visitas previas para identificar el Lugar, parqueos y otros aspectos logísticos.
- Mantente tranquilo durante todo el proceso.
- Recuerda 4 horas continuas.
 - Prepárate física y psicológicamente para eso.
 - Desayuna/Almuerzo liviano pero sustentable.
 - Entra al baño antes de iniciar.
- Recuerda llevar 2 identificaciones, 1 para dejar en la puerta del IGA y otra para Prometric.

En el examen

- Ajusta tu mente a la matriz de procesos y los mapas mentales.
- Ubícate en el Área de Conocimiento y Grupo de Procesos del marco de referencia de la pregunta.
- Ten cuidado con las preguntas capciosas.
- Escoge la mejor de las respuestas correctas.
- Minimiza una segunda revisión.
- Evita la calculadora.
- Revisa tus Check Points.



Member since
4/2013

Jorge Calderon

Member ID:

Membership Expiration



Generated: 31 Jul 2013

**Project Management Professional (PMP)®
Examination Report**

PMI ID: 2736245
Exam Date: 29 Jul 2013

Candidate: Jorge G. Calderon V.

Examination Result: PASS

Domain

- Initiating the Project
- Planning the Project
- Executing the Project
- Monitoring and Controlling the Project
- Closing the Project

Your Results

- Proficient
- Moderately Proficient
- Proficient
- Moderately Proficient
- Proficient



Project Management Institute

THIS IS TO CERTIFY THAT

Mauricio Fuentes

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE



Ricardo Triana - Chair, Board of Directors

Mark A. Langley - President and Chief Executive Officer

PMP® Original Grant Date 03 March 2014

PMP® Expiration Date 02 March 2017



Ya soy Certificado, ¿ahora qué?

- Debes mantenerte actualizado

Maintenance requirements for your certification

	CAPM®	PMP®	PgMP®	PfMP®	PMI-ACP®	PMI-PBA SM	PMI-RMP®	PMI-SP®
Certification cycle	5 years	3 years	3 years	3 years	3 years	3 years	3 years	3 years
Number of PDUs needed in three-year cycle	No PDUs. Re-exam at end of 5 year cycle	60 PDUs	60 PDUs	60 PDUs in portfolio management topics	30 PDUs* in agile principles and practices	60 PDUs in business analysis topics	30 PDUs* in specialized area of project risk management	30 PDUs* in specialized area of project scheduling

- Valor de Inversión (Por ejemplo para renovación PMP®)

Exam Administration Type	PMI Member Status	US Dollars
CCR credential renewal	member	\$60
CCR credential renewal	nonmember	\$150

Otras Certificaciones PMI®



PMI Agile Certified Practitioner (PMI-ACP)®

Enfoque

- Prácticas ágiles en proyectos
- Profesionalismo en uso de técnicas y herramientas ágiles

Requisitos

- Experiencia:
- 2,000 Hrs, experiencia en PM (5 años atrás)
- Graduado secundaria
- 1500 Hrs , experiencia en proyectos ágiles (3 años atrás)
- 21 horas de contacto educativo

Examen y Costos

- 120 preguntas
- 3 Horas
- USD 435.00
- 3 veces en un año
- Ciclo de la certificación 3 años
- 30PDU´s
- Renovación USD 60.00

PMI- Professional in Business Analysis PMI-PBA®

Enfoque

- Detectar necesidades del negocio
- Gestionar requerimientos
- Crear soluciones efectivas para problemas del negocio

Requisitos

- Experiencia:
- 7,500 Hrs, graduado secundaria
- 4,500 Hrs, graduado universidad
- No traslapes
- Practicante de BA
- 8 años hacia atrás +
- 2,000 Hrs de experiencia en PM +
- 35 Hrs contacto educativo en práctica de BA

Examen y Costos

- 200 preguntas
- 4 Horas
- USD 450.00
- 3 veces en un año
- Ciclo de la certificación 3 años
- 60 PDU's
- Renovación USD 60.00

Portfolio Management Professional (PfMP)®

Enfoque

- Experiencia avanzada, desempeño y habilidades para gestionar carteras (portfolio) de programas y proyectos para ejecutar la estrategia de una organización.
- Alineamiento de proyectos con estrategia, racionalización y priorización de recursos.

Requisitos

- Panel de revisión
- 10,000 Hrs de experiencia, secundaria
- 6.000 Hras de experiencia, universidad
- Sin traslape
- 15 años hacia atrás
- 8 años de experiencia profesional en negocios.

Examen y Costos

- 170 preguntas
- 4 Horas
- USD 800.00
- 3 veces en un año
- Ciclo de la certificación 3 años
- 60 PDU's
- Renovación USD 60.00

Tiempo para Preguntas y Respuestas...



Es un gusto contar con tu participación

- Reporta tu PDU: **Pmupd2602gt**
- Reserva las fechas desde ya para nuestro próximo evento
PM Webinar - 19 Marzo 2015.
<http://www.pmi.org.gt/Eventos>
- Quieres ser voluntario en alguna de nuestras comisiones:
 - Comisión de **Desarrollo Profesional y Eventos**
 - Comisión de **Atención a Miembros**
 - Comisión de **Atención a Voluntarios**
 - Comisión de **Relaciones Organizacionales**
 - Comisión de **Mercadeo y Comunicaciones**
 - Comisión de **Tecnología y procesos**
 - Comisión Especial **CONGRESO ANUAL Julio 2015**
- Escribe a: voluntarios@pmi.org.gt
- Elecciones - 23 de febrero
 - Presidente
 - VicePresidente
 - Director de Mercadeo y Comunicaciones.

Resultados de Elecciones

Junta Directiva PMI-GT 2015

Elige candidato para el puesto de Presidente

Total Voters:100

	Choice	Votes		Percentage
→	Carlos Alvarado	28	55	
	Oscar Garcia	23	45	

Elige candidato para el puesto de Vicepresidente

Total Voters:100

	Choice	Votes		Percentage
→	Rodrigo Urizar	35	69	
	Horacio Recinos	16	31	

Elige candidato para el puesto de Director de Mercado y Comunicaciones

Total Voters:100

	Choice	Votes		Percentage
→	Alba Sagastume	35	69	
	Eneas Flores	16	31	

- Toma de Posesión **15 Marzo 2015**

Networking

