I'm using this for some last min studying for my exam tomorrow and I thought it may help some of you that may be cramming:)

1️⃣ Core Principles (12 Total) – KNOW THESE!

1. Stewardship – Act with integrity and responsibility.
2. Team – Build a collaborative, high-performing team.
3. Stakeholders – Engage and align with stakeholder interests.
4. Value – Focus on delivering value to stakeholders.
5. Systems Thinking – See the project as a system of interconnected parts.
6. Leadership – Lead with a servant leadership mindset.
7. Tailoring – Adapt processes, methods, and tools to the project's needs.
8. Quality – Build quality into processes and deliverables.
9. Complexity – Recognize and address project complexity.
10. Risk – Proactively manage risks and uncertainty.
11. Adaptability & Resilience – Be flexible and adaptable to change.
12. Change – Respond to change in a structured, controlled way.

💡 Tip: Think of these principles as guiding philosophies. You'll see them in situational questions where you're asked to "choose the best course of action."

2️⃣ Performance Domains (8 Total) – CRUCIAL FOR THE EXAM!

1. Stakeholder Engagement – Identify, engage, and manage stakeholder relationships.
2. Team – Form, build, and manage teams for effective collaboration.
3. Development Approach & Life Cycle – Predictive (waterfall), Agile, or Hybrid.
4. Planning – Plan iteratively and continuously throughout the project.
5. Project Work – Get the work done, manage quality, and oversee risks.
6. Delivery – Ensure project deliverables lead to stakeholder value.
7. Measurement – Use performance metrics (KPIs, EVM) to track progress.
8. Uncertainty & Risk – Identify and manage risks and uncertainty.

💡 Tip: Each domain focuses on delivering value. Expect to see scenario-based questions asking, "What should you do next?" Apply a domain's core concept to answer.

3️⃣ Key Concepts & Themes

- Value Delivery – Projects exist to deliver value. Focus on what's valuable to stakeholders.
- Tailoring – Adapt processes, tools, and methods based on the project's unique needs.
- Servant Leadership – Focus on supporting your team to achieve success.
- Stakeholder Engagement – Proactively engage stakeholders to meet their expectations.
- Systems Thinking – View the project as an interconnected system (not isolated tasks).

💡 Tip: If a question asks how to "deliver value" or "adapt to change," focus on stakeholder needs, continuous delivery, and adaptability.

4️⃣ Key Agile & Hybrid Concepts

- Hybrid Approach – Combines predictive (waterfall) and agile methods.
- Scrum Roles – Product Owner, Scrum Master, and Development Team.
- Backlog – Prioritized list of work items (Product Backlog in Scrum).
- Iterations & Sprints – Short development cycles (1-4 weeks) for continuous delivery.
- Empirical Process Control – Make decisions based on observation and experimentation.

💡 Tip: Questions may ask how to "approach a change" or "deliver increments"—these are Agile indicators. Hybrid is best for large, complex projects with changeable elements.

5️⃣ Formulas & Calculations (MEMORIZE THESE!)

Earned Value Management (EVM)

- Cost Variance (CV) = EV - AC
- Schedule Variance (SV) = EV - PV

- Cost Performance Index (CPI) = EV / AC
- Schedule Performance Index (SPI) = EV / PV

Definitions:

- EV = Earned Value (work actually done)
- PV = Planned Value (work you planned to do)
- AC = Actual Cost (money spent so far)

Critical Path Method (CPM)

- Find the longest path through the project schedule.
- Float = LS - ES (Late Start - Early Start) OR LF - EF (Late Finish - Early Finish).

💡 Tip: If a project is "behind schedule" (SV < 0, SPI < 1) or "over budget" (CV < 0, CPI < 1), be prepared to identify corrective actions.

6️⃣ Project Artifacts & Documents

- Project Charter – Authorizes the project, defines objectives.
- Business Case – Defines project's business justification.
- Benefits Realization Plan – Tracks and ensures benefits are achieved.
- Risk Register – Tracks risks and risk responses.
- Requirements Traceability Matrix (RTM) – Links requirements to deliverables.
- Lessons Learned Register – Documents what went well and what didn't for future projects.
- Change Request – Formal request for a change to scope, schedule, or cost.
- Issue Log – Tracks issues, assigns owners, and monitors resolution.
- Project Management Plan – Comprehensive plan covering scope, schedule, cost, quality, and more.

💡 Tip: You'll be asked what to create first, and the answer is often the Project Charter.

7️⃣ Roles of Stakeholders

- Project Sponsor – Authorizes the project, secures funding, and ensures alignment with business objectives.

- Project Manager – Leads the team, manages constraints (scope, time, cost), and drives project success.
- Team Members – Execute project tasks, provide expertise, and deliver work packages.
- Product Owner – Defines and prioritizes requirements (in Agile/Hybrid projects) and represents customer needs.
- Scrum Master – Facilitates Agile processes, removes blockers, and supports the development team.
- Stakeholders – Individuals or groups affected by or interested in the project; they provide requirements and feedback.
- Functional Managers – Oversee functional areas (e.g., HR, Finance) that support the project.
- Business Analyst – Identifies business needs, defines requirements, and ensures the solution aligns with stakeholder needs.

8️⃣ Commonly Used Tools & Techniques

- SWOT Analysis – Analyzes Strengths, Weaknesses, Opportunities, Threats.
- Tuckman Model – Team development stages: Forming, Storming, Norming, Performing.
- Fishbone Diagram – Identifies cause-and-effect relationships for problem-solving.
- Pareto Chart – 80/20 rule, shows which factors have the biggest impact.
- Risk Probability & Impact Matrix – Prioritizes risks based on probability and impact.

💡 Tip: These tools often appear in questions about problem-solving and root-cause analysis.

🧠 **What to Do on Exam Day** 🧠

- Take deep breaths – Stay calm and read each question slowly.
- Eliminate wrong answers – Narrow down to 2 choices before selecting.
- Use logic and principles – Focus on value, stakeholder engagement, and adaptability.

You're ready! 🚀 You've got this! Stay calm, stay focused, and good luck on your CAPM exam!

Complete PMP/CAPM Mindset 50 Principles

1. Continuously identify and analyze stakeholders, not just at the beginning of the project
2. Engage stakeholders regularly via varied channels.
3. Use Emotional Intelligence to access and respond to stakeholder needs. When an issue occurs with one person, address them with that person only.
4. Document all impacted individuals as stakeholders, even if their involvement is indirect. If someone is impacted positively or negatively, they are a stakeholder
5. Don't dismiss customer requests prematurely. Evaluate each one carefully. Don't do nothing when someone has asked for anything.
6. Principle 6
   - Traditional:
     - Follow the plan and do not allow changes without an approved change request. Whenever you can, follow the plan
     - Any changes to the PM plan must follow a detailed change management plan
     - Never implement a change without assessing it first
   - Agile
     - Change is welcomed and managed through backlog prioritisation and sprint planning rather than formal change control processes.
     - Only the product owner can add to the product backlog
7. Principle 7
   - Traditional: any stakeholder requesting changes to the project management plan must submit a change request
   - Agile: Agile handles changes through direct collaboration with the product owner, who prioritizes requests in the product backlog without formal change request documentation
8. Traditional:
   - All change requests must be reviewed and assessed
   - Scope changes should be assessed for their impact across all knowledge areas
9. Principle 9
   - Traditional
     - Never act without a plan
     - Planning is done once for the entire project

- Agile
    - Embraces iterative planning where plans are created just-in-time for each sprint
    - Planning is done just before each sprint in the sprint planning meeting

10. Consult the project team before making decisions; they often have practical insights and expertise. Don't act alone
11. Choose actions that best serve project objectives and deliver the highest value to stakeholders.
12. Understand the root causes of a conflict before resolving it. Don't attempt to resolve a conflict without understanding the main cause
13. When an issue happens, enter it into the issue log. Check the risk register for responses to issue
14. When confused, refer to"
    - A subject matter expert (SME)
    - Lessons learned register from past projects
    - Organizational process assets (OPAs)
15. Always investigate and consult before acting, especially when the question asks what the PM should do first or next. Never choose to fix an issue without analysing that issue first
16. Show progress through tangible outputs such as MVPs or prototypes
17. Resolve issues at your level (Don't ask your sponsor or senior stakeholders for help solving problems on your project. They hired you for that). Escalate only for approvals or authority limits.
18. Be a servant leader, empower and support your team through listening, positive coaching, and encouragement.
19. The project team is best suited to break down the work
20. As PM, act as an integrator, not just a functional lead
21. The team should determine activity timing
22. Understand team motivations to inspire performance
23. Maintain strong ethical values (Responsibility, Respect, Fairness, Honesty)
24. Creating a safe environment for disagreements, conflict can be constructive
25. Protect your team's focus by avoiding task overload
26. Use peer learning for skill development
27. The "Be Nice" Principle
    - Don't fire anyone
    - Don't make anyone work overtime
    - Don't put anyone down in front of others

- If it is one person causing an issue, don't do anything until you speak to that person privately

28. The product owner documents and prioritizes features. Only the product owner prioritizes the backlog. Train them if needed, but don't do it yourself.
29. Principle 29:
    - Use co-location to enhance collaboration
    - Face-to-face communication with whiteboards is most effective
    - Provide wall space for agile teams
    - Use information radiators like burndown charts
    - Use Kanban to limit work-in-progress
    - Agile emphasizes iterations, visual workflows, and ongoing stakeholder input
30. Roll out methodology changes gradually using pilots or phased implementation
31. Define quality requirements early and check them often. Agile teams define quality through "DoD"
32. Agile requires ongoing customer feedback and continuous validation
33. Principle 33
    - Traditional: Customers should validate deliverables for scope and quality
    - Agile: Customers check the quality and scope at the sprint review meeting and with the MVP
34. Use inclusive tools like whiteboards rather than complex software when possible. Low-tech/high-touch
35. Principle 35:
    - Traditional: Use bottom-up estimating for more accurate results
    - Agile: agile methodologies use relative estimation techniques like story points and planning poker, focusing on team velocity and capacity rather than detailed task-level estimates
36. Identify and document risk early and thoroughly
37. Document responses for both threats and opportunities. The risk register stores both negative and positive risk and their responses. The risk management plan doesn't have risk, it's how to manage risk
38. Use mutually beneficial contracts in procurement
39. Update leassons learned register throughout the project
40. All projects should be formally closed, whether completed successfully or terminated early, ensuring all bills are paid and resources released
41. Repeat and reinforce the project vision to the team
42. Clarify what success and failure look like on the project
43. In agile use retrospectives to review and improve methods

44. Implement feedback loops. Apply lessons from one task to the next
45. Avoid cost and time overruns. If you must choose, fix budget issues before schedule
46. Focus on the critical path when assessing schedule impacts. Agile manages schedule and velocity tracking, focusing on completing the highest priority items within each iteration rather than critical path analysis
47. Watch for answer choices with absolute term like “alway” or “all”, they’re often Incorrect
48. Never do nothing
49. The perfect answer isn’t always listed. You must choose from the available choices
50. Sometimes there is no “correct” answer. Choose the best of the 4 answers. It's not about selecting the correct one; it’s about selecting the best of the 4.