

PMP STUDY GUIDE in plain English



Jonathan Dornado



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PROJECT SELECTION		Formula	Explanation
1	Present Value	$\frac{FV}{(1 + r)^n}$	The result = amount of money to invest today (PV) for "n" years at r% interest in order to end up with the target sum (FV = Future Value). r = discount rate; n = valuation period in years; FV = Future Value. The bigger the better
2	Net Present Value	$NPV = PV_{\text{Benefits}} - PV_{\text{Costs}}$	$NPV = \text{Initial Investment less cumulative PV of all cash flows for "n" years}$ $NPV > 0$: accept project $NPV < 0$: reject project
3	Payback Period		Length of time it takes the company to get back the initial cost of producing a product/service. The shorter the better the project
4	IRR	$0 = \sum_{t=0}^n \frac{CF_t}{(1 + IRR)^t}$	Length of time it takes the company to get back the initial cost of producing a product/service. The shorter the better the project $IRR = \text{Internal Rate of Return}$. IRR is the discount rate at which NPV is zero 
5	Benefit-Cost Ratio (BCR)	$\frac{\text{Revenue}}{\text{Costs}}$	It compares the Benefits (or Revenues) of a project to its Costs: $BCR < 1$: Benefits are less than Costs → reject project $BCR > 1$: Benefits are greater than Costs → approve/accept project
6	Return on Capital (ROC)	$\text{Net Income (After tax) from project} / \text{Total Capital invested in the project}$	It is a profitability ratio. It measures the return that an investment generates for capital contributors, i.e., bondholders and stockholders. Return on capital indicates how effective a company is at turning capital into profits
7	Economic Value Add Benefit Measurement (EVA)	$EVA = \text{Net Operating Profit After Tax} - \text{Cost of Capital} = (\text{Investment Capital} \times \% \text{ Cost of Capital})$	It is a profitability ratio used in finance and accounting. It measures the return that an investment generates for those who have provided capital, i.e., bondholders and stockholders. ROIC tells us how good a company is at turning capital into profits
8	Opportunity Cost	Value of the project not selected	The loss of potential gain from other alternatives when one alternative is chosen
9	Working Capital	Current Assets - Current Liabilities	It is the capital of a business that is used in its day-to-day operations, calculated as the current assets minus the current liabilities
10	Return on Investment (ROI)	$(\text{Gain from Investment} - \text{Cost of Investment}) / \text{Cost of Investment}$	It measures the gain or loss generated on an investment relative to the amount of money invested. ROI is usually expressed as a percentage and is used to compare a company's profitability or the efficiency of different investments
11	Discounted Cash Flow (DCF)	Cash Flow X Discount Factor	A discounted cash flow (DCF) is a valuation method used to estimate the attractiveness of an project investment opportunity
12	Depreciation	Straight-Line Depreciation	Depreciation expense = Asset Cost / Useful life Depreciation rate = $100\% / \text{Useful life}$
		Double Declining Balance Method	Depreciation rate = $2 * (100\% / \text{Useful life})$ Depreciation expense = Depreciation rate * Book Value at Beginning of Year Book Value = Book Value at Beginning of Year - Depreciation Expense
		Sum-of-Years Digit Method	Sum of Digits = $(\text{Useful Life} - 1) + (\text{Useful Life} - 2) + \text{etc}$ Depreciation rate = fraction of years left and sum of the digits (i.e. 4/15%)
13	Expected Monetary Value (EMV)	$EMV = \text{Probability} * \text{Impact in currency}$	

NETWORK DIAGRAM		
1	Critical Path	The combination of activities that, if any are delayed, will delay the project's finish ES: Early Start EF: Early Finish LS: Late Start LF: Late Finish
2	Total Float (or Slack)	Total Float (Slack): $LS - ES$ Total Float is the length of time that the start of an activity can be delayed without delaying the finish-date of the project. Total Float can be 0.
3	Free Float (or Slack)	Free Float (Slack): $LF - EF \rightarrow ES \text{ of following} - ES \text{ of Present} - \text{Duration of Present}$ The amount of time an activity can be delayed before delaying the Early Start of a successor activity
4	Project Slack	The amount of time a project can be delayed without affecting the required due date of the project
5	Negative Float	Amount of time an activity's Early Finish occurs after a subsequent activity's Early Start $AD = EF - ES + 1$ $AD = LF - LS + 1$ $ES = EF + \text{duration} + 1$ $EF = ES + \text{duration} + 1$ $LS = LF + \text{successor} - 1$ $LF = LS + \text{successor} - 1$
6	Activity Duration (AD)	
7	Crashing a Project	Crash least expensive tasks on critical path
8	Float on Critical Path	0 days



Study Guide For Pmp Exam

**Kim Heldman, Vanina Mangano, Brett J.
Feddersen**

Study Guide For Pmp Exam:

PMP Project Management Professional Exam Study Guide Kim Heldman, 2009-10-13 The much anticipated update to the highly acclaimed PMP study guide The Project Management Professional PMP certification is the most desired skill in today's IT marketplace and candidates are required to have thousands of hours of PM experience even before taking the PMP exam This fifth edition is completely updated for the newest exam and is the most comprehensive review guide on the shelf You'll benefit from the detailed discussions on a wide range of PMP topics concepts and key terms all of which cover the Project Management Process and Procedures A comprehensive study guide for the PMP certification exam that can also be used as a reference after the exam Each chapter covers a list of objectives followed by in depth discussions of those objectives Includes hands on real world scenarios to prepare you for the many situations you may face on the job Companion CD ROM features a test engine of practice questions electronic flashcards and two hours of audio Essential reading both before and after the PMP exam this study guide is also aimed at anyone studying for the new Certified Associate in Project Management CAPM program Note CD ROM DVD and other supplementary materials are not included as part of eBook file For Instructor Teaching supplements are available for this title CAPM PMP and Project Management Professional are registered marks of the Project Management Institute Inc

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You are no doubt a busy professional with a lot of things going on. It can be challenging to find the time to read and study for the Project Management Professional test. However, the truth is that the PMP exam is a challenging exam. It is normal to have some anxiety about taking this test. Thorough preparation cannot be overlooked. That is why the author Ralph Cybulski developed the PMP PMBOK Exam Prep Study Guide. This Edition is a PRACTICE QUESTIONS EDITION COMPLETE REVIEW EDITION. It comes in text format so that you can bring it anywhere. Its sections include Introduction, Project Management Framework, Questions Answers, Project Management Processes and the Role of the Project Manager, Questions Answers, Project Management Integration, Questions Answers, Project Time Management, Questions Answers, Project Scope Management, Questions Answers, Project Cost Management, Questions Answers, Project Quality Management, Questions Answers, Project Human Resource and Stakeholder Management, Questions Answers, Project Communications Management, Questions Answers, Project Risk Management, Questions Answers, Project Procurement Management, Questions Answers, Project Code of Ethics and Professional Conduct, Questions Answers. MUCH MUCH MORE. Conclusion. Each section is divided into subsections making sure all aspects of the exam are covered. If you read our study guide in addition to pursuing other study methods, we are confident you will pass the PMP Exam.

A Roadmap to Cracking the Pmp® Exam Stuart Brunt
PMP PgMP PMI-RMP, 2013-05-23. This PMP Study Guide employs multilearning techniques to maximize your knowledge retention for the many project management terms and concepts. Based on the PMBOK Guide Fifth Edition, the contents deliver the information, knowledge, and confidence needed to pass the PMP exam. This book provides comprehensive coverage of the information required to prepare for the PMP exam in an easy-to-understand format and also includes many practice questions and quizzes. An emphasis on areas of exam difficulty with examples and exercises is also provided based on feedback analysis.

PMP: Project Management Professional Exam Study Guide Kim Heldman, 2013-06-10. The ultimate package for preparing you to take the PMP exam. Project management is one of the most desired skills in today's IT marketplace, and the Project Management Professional PMP exam reflects your level of proficiency and preparedness as a project manager. This comprehensive study guide features the Sybex test engine with two practice PMP exams, electronic flashcards, two hours of audio review, as well as two bonus Certified Associate in Project Management CAPM exams. The book covers a wide range of project management and exam topics, concepts, and key terms. Not only does this must-have resource reflect the very latest version of the exam, it is written by popular project management expert Kim Heldman, who is the author of the six previous editions of this top-selling book. Prepares you to take the Project Management Professional PMP exam as well as the Certified Associate in Project Management CAPM exam, both offered by the Project Management Institute (PMI). Covers all exam topic areas plus a wide range of project management processes, concepts, and key terms. Uses real-world scenarios and How This Applies to Your Current Project sidebars to fully illustrate concepts. Readers get access to invaluable study tools with testing software, practice exams, electronic flashcards, and over two hours of audio review. PMP Project

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