

PMP STUDY GUIDE in plain English



Jonathan Donado

Senior Project Manager

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PROJECT SELECTION			
	Term	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 = 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	$0 = \sum_{t=1}^n \frac{CF_t}{(1 + IRR)^t}$	IRR = 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)	Net Income (After tax.) from project / 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)	$EVA = \text{Net Operating Profit After Tax} - \text{Cost of Capital} = (\text{Investment} \times \% \text{ Cost of Capital})$	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)	$\frac{[\text{Gain from Investment} - \text{Cost of Investment}]}{\text{Cost of Investment}}$	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% / Useful life
		Double Declining Balance Method	Depreciation rate = 2 * (100% / 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 = (Useful Life - 1) + (Useful Life - 2) + etc Depreciation rate = fraction of years left and sum of the digits (i.e. 4/15%)
13	Expected Monetary Value (EMV)	EMV = Probability * Impact in currency	

NETWORK DIAGRAM			
	Term	Formula	Explanation
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): LF - 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 → ES of following - ES of Present - Duration of Present The amount of time an activity can be delayed before delaying the Early Start of a successor activity
4	Project Slack	$\text{Project Slack} = \text{LF} - \text{EF}$	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
6	Activity Duration (AD)	$AD = EF - ES + 1$ $ES = EF + \text{duration} + 1$ $LS = LF \text{ of predecessor} - 1$	$AD = LF - LS + 1$ $EF = ES + \text{duration} + 1$ $LF = LS \text{ of successor} - 1$
7	Crashing a Project		Crash least expensive tasks on critical path
8	Float on Critical Path		0-days

Pmp Exam Study Guide

Kim Heldman



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PMP PROJECT MANAGEMENT PROFESSIONAL EXAM STUDY GUIDE, 6TH EDITION (With CD) Kim Heldman, 2011-09-01

Market_Desc The primary audience are those studying for their PMP certification Candidates have a wide range of responsibilities Typical job roles include IT Professionals Project managers Project program management consultants trainers and researchers Senior executives Special Features Updated for new exam New version of PMP exam is scheduled to be released in mid 2011 The exam which is based on the updated A Guide to the Project Management Body of Knowledge 4th Edition out Dec 2008 is administered by Project Management Institute Proven Record Previous editions of the Sybex Study Guides have sold over 60 000 copies Huge Market Potential The Project Management Institute has over 125 000 members and has issued over 300 000 PMP certifications to date PMI gives on average 13 000 PMP exams a month All in One Still the most comprehensive package on the market only Sybex includes a testing engine flashcards and over 2 hours of audio review Bonus CAPM Coverage CD will also include 2 bonus exams for the entry level Certified Associate Project Management certification which is based on the same topics of the PMP exam About The Book If you're preparing for the Project Management Professional PMP exam this thorough book is what you need Not only does it reflect the very latest version of the exam it is written by popular project management expert Kim Heldman author of the five previous editions of this top selling book and it also includes a CD with practice exams exam prep software electronic flashcards and over two hours of

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overlooked That is why the author Ralph Cybulski developed the PMP PMBOK Audio Study Guide This Edition is an overview of all PMP concepts It comes in text audio format so that you can listen to it wherever life takes you It s sections include Project Management Processes and the Role of the Project Manager Project Management Framework Project Management Roles and Responsibilities Project Management Integration Project Scope Management Project Cost Management Project Quality Management Project Resource Management Project Communications Management Project Risk Management Project Procurement Management Project Stakeholder Management Project Code of Ethics and Professional Conduct Each section is divided into subsections making sure all aspects of the exam are covered If you listen to or read our study guide in addition to pursuing other study methods we are confident you will pass the PMP Exam So go ahead and scroll up and click buy for me today PLEASE NOTE When you purchase this title the accompanying PDF will be available in your Audible Library along with the audio

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