

PMP STUDY GUIDE in plain English



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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	$0 = \sum_{t=0}^n \frac{CF_t}{(1 + IRR)^t}$	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. ROC 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, Vanina Mangano



Pmp Exam Study Guide:

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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Heldman, 2015-11-18 The ultimate PMP exam prep guide updated for the 2015 exam PMP Study Guide 8th Edition is a complete resource for PMP exam preparation featuring full coverage of all exam objectives hands on practice and plenty of interactive tools Fully updated to reflect the Project Management Institute's latest changes to the exam this new edition includes the revised best practices in alignment with PMBOK 5th edition You'll find detailed discussion on a wide range of project management topics concepts and key terms alongside frequent opportunities to gain hands on practice using these skills in typical workplace scenarios Each chapter includes comprehensive review questions to help you gauge your understanding and you also gain access to the Sybex interactive online learning environment that features electronic flash cards chapter tests practice exams and more The IT marketplace demands certified project management professionals and the PMP certification was created specifically to address that demand Now considered the premier project management credential the PMP requires candidates to undergo a grueling four hour exam This book gives you everything you need to improve your skills and take the exam with confidence Get hands on practice in real world scenarios Relate each objective to your current project Test your understanding with practice tests and more The PMP Study Guide is your ultimate preparation resource for passing the PMP PMI PMBOK CAPM PMP and Project Management Professional are registered marks of the Project Management Institute Inc

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Heldman, 2020-10-27 Prepare for PMP certification exam success with this fully updated and comprehensive study guide This study guide serves as a comprehensive resource for those who plan on taking the Project Management Professional PMP

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PMP Project Management Professional Exam Deluxe Study Guide Kim Heldman, 2015-12-14 Handbook to aid candidates in preparation for the Certified Associate in Project Management CAPM exam

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