

# PMP STUDY GUIDE in plain English



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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)	$EVA = \text{Net Operating Profit After Tax} - \text{Cost of Capital} = (\text{Investment Capital} \times \% \text{ Cost of Capital})$	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)	$\frac{[\text{Gain from Investment} - \text{Cost of Investment}]}{\text{Cost of Investment}}$	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	float -> LS    float -> LF	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      AD = LF - LS + 1 ES = EF + duration - 1      EF = ES + duration + 1 LS = LF of successor - 1      LF = LS of successor + 1	
7	Crashing a Project		Crash least expensive tasks on critical path
8	Float on Critical Path		0-days

# Best Pmp Study Guide 2012

**Kim Heldman, Claudia M. Baca, Patti M.  
Jansen**

## **Best Pmp Study Guide 2012:**

**Project Management Best Practices** Harold Kerzner, 2023-09-08 PROJECT MANAGEMENT BEST PRACTICES Best practices from 50 world class organizations to improve project management add business value and increase benefit realization Featuring senior executives and project managers from more than 50 world class companies offering their best practices for successful project management implementation the newly revised Fifth Edition of Project Management Best Practices contains updates throughout to reflect the latest project management best practices that add value and efficiency to every level of an organization The text offers guidance on a wide range of project management best practices with new coverage of the impact of COVID 19 the growth of nontraditional projects cultural and emotional intelligence and much more Project Management Best Practices features insights and best practices from world class organizations like Siemens Deloitte GEA Heineken Sony Dubai Customs Philips Medical IBM Boeing Comau and Hitachi Case studies from many of these organizations are included in each chapter to practically illustrate various concepts This Fifth Edition includes updated information from companies covered in the earlier books along with contributions from new companies Project Management Best Practices includes information on Project management best practices throughout modern history and how the best of intentions can quickly become migraines Responding to changing customer requirements what to do when the wrong culture is in place and handling the internal politics of any project Strategic planning for project management roadblocks to excellence and seven fallacies that delay project management maturity Recognizing the need for project management methodology development and where how artificial intelligence AI slots into the project management field Following the same successful format as its predecessor in terms of content the Fifth Edition of Project Management Best Practices is an essential resource for senior level and middle level corporate managers project and team managers engineers project team members business consultants and students in related programs of study

**Project Management Best Practices: Achieving Global Excellence** Harold Kerzner, 2018-03-20 The comprehensive guide to project management implementation updated with the latest in the field Project management has spread beyond the IT world to become a critical part of business in every sphere built on efficiency analysis and codified practice professional project management leads to the sort of reproducible results and reliable processes that make a business successful Project Management Best Practices provides implementation guidance for every phase of a project based on the real world methodologies from leading companies around the globe Updated to align with the industry s latest best practices this new Fourth Edition includes new discussion on Agile and Scrum tradeoffs and constraints Portfolio PMO tools and much more Get up to date information on the latest best practices that add value at every level of an organization Gain insight from more than 50 project managers at world class organizations including Airbus Heineken RTA IBM Hewlett Packard Sony Cisco Nokia and more Delve deeper into implementation guidance for Agile Scrum and Six Sigma Explore more efficient methodologies training measurement and

metrics that boost organization wide performance Adopt new approaches to culture and behavioral excellence including conflict resolution situational leadership proactive management staffing and more Ideal for both college and corporate training this book is accompanied by an Instructor s Manual and PowerPoint lecture slides that bring project management concepts right into the classroom As the field continues to grow and evolve it becomes increasingly important to stay current with new and established practices this book provides comprehensive guidance on every aspect of project management with invaluable real world insight from leaders in the field

ISC2 CISSP Certified Information Systems Security Professional Official Practice Tests Mike Chapple,David Seidl,2018-05-22 NOTE The CISSP objectives this book covered were issued in 2018 For coverage of the most recent CISSP objectives effective in April 2021 please look for the latest edition of this guide ISC 2 CISSP Certified Information Systems Security Professional Official Practice Tests 3rd Edition ISBN 9781119787631 The ISC 2 CISSP Official Practice Tests is a major resource for CISSP candidates providing 1300 unique practice questions The first part of the book provides 100 questions per domain You also have access to four unique 125 question practice exams to help you master the material As the only official practice tests endorsed by ISC 2 this book gives you the advantage of full and complete preparation These practice tests align with the 2018 version of the exam to ensure up to date preparation and are designed to cover what you ll see on exam day Coverage includes Security and Risk Management Asset Security Security Architecture and Engineering Communication and Network Security Identity and Access Management IAM Security Assessment and Testing Security Operations and Software Development Security The CISSP credential signifies a body of knowledge and a set of guaranteed skills that put you in demand in the marketplace This book is your ticket to achieving this prestigious certification by helping you test what you know against what you need to know Test your knowledge of the 2018 exam domains Identify areas in need of further study Gauge your progress throughout your exam preparation The CISSP exam is refreshed every few years to ensure that candidates are up to date on the latest security topics and trends Currently aligned preparation resources are critical and periodic practice tests are one of the best ways to truly measure your level of understanding

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*PHR / SPHR Professional in Human Resources Certification Study Guide* Sandra M. Reed, Anne M. Bogardus, 2012-05-08 Includes one folded tear out page of HRCI test specifications

*PMP: Project Management Professional Exam Study Guide* Kim 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

*Pmp Exam Prep: Pmp Certification Secrets*

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**Management and Leadership for Nurse Administrators** Linda A. Roussel, Patricia L. Thomas, James L. Harris, 2022-08-05 To succeed as leaders of a diverse multigenerational workforce, nurse managers and executives need to have both traditional management skills and a contemporary creative mindset. *Management and Leadership for Nurse Administrators*, Ninth Edition, provides a comprehensive overview of key management and administrative concepts critical to leading modern healthcare organizations and ensuring patient safety and quality care. With this text, students will be prepared to lead a workplace that is rapidly evolving due to technology, culture, and changes in the U.S. healthcare system. The Ninth Edition features a new Introduction with a review of the current trends and patterns in nursing leadership, along with expanded discussions of translational science focused on implementation and dissemination, workforce well-being, resiliency, work-life balance, healthy work

environments and more timely topics

**PMP: Project Management Professional Exam Review Guide** Kim Heldman, Vanina Mangano, Brett J. Feddersen, 2018-01-17 Essential review for the PMP exam updated for the new PMBOK Guide 6th edition The PMP Project Management Professional Exam Review Guide Fourth Edition offers complete concise review of essential project management concepts and practices Covering 100% of the PMP exam objectives this book helps you ensure your full preparation in advance of the big day This new 4th Edition has been updated to align with the newest version of the exam featuring changes to PMP best practices greater emphasis on Agile and other iterative processes as well as the evolution of the project manager's role Organized by domain area this handy review guide covers project initiation planning execution monitoring and closing as detailed in the new A Guide to the Project Management Body of Knowledge PMBOK Guide 6th Edition giving you clear guidance on what you need to know for the exam You also get a year of free access to the Sybex online interactive learning environment and study tools which features flashcards chapter tests two bonus practice exams and more PMP candidates must have extensive project management experience before taking the exam but you cannot rely on experience alone the PMP exam tests your understanding of critical PMP concepts and practices as laid out in the PMBOK Guide 6th Edition this practical review condenses the PMBOK's essential details into quickly digestible chapters that help you prepare more efficiently Review 100% of the exam objectives Apply PMP concepts to real world scenarios Identify areas in need of additional review Access practice exams flashcards and more The PMP certification puts you in demand and can be a major boost to your career Regardless of your current level of experience exam success lies in complete and thorough preparation the PMP Project Management Professional Exam Review Guide Fourth Edition is your ultimate key to confidence and success To register for access to the online test banks included with the purchase of this book please visit [www.wiley.com/go/sybextestprep](http://www.wiley.com/go/sybextestprep)

**PMP: Project Management Professional Exam Deluxe Study Guide** Kim Heldman, 2018-02-28 NOTE The book included the incorrect URL to access the online test banks provided with the purchase of this book The correct URL is [www.wiley.com/go/sybextestprep](http://www.wiley.com/go/sybextestprep) Comprehensive hands on prep for the latest PMP exam PMP Project Management Professional Exam Deluxe Study Guide Third Edition is your ultimate resource for one stop exam preparation Fully updated to reflect the latest version of the PMP exam this guide provides coverage of the entire exam outline with clear explanations every step of the way Expanded coverage of AGILE includes the basic principles value driven delivery stakeholder engagement team performance adaptive planning problem detection and resolution and continuous improvement to align with the A Guide to the Project Management Body of Knowledge PMBOK 6th Edition and its increased emphasis on agile adaptive and iterative practices Each chapter includes hands on scenarios that help you internalize essential PMP concepts and How This Applies to Your Current Project sidebars illustrate real world applications of important project management practices You also get a year of FREE access to the Sybex interactive online learning environment featuring an assessment test electronic flashcards practice questions and audio review with this new edition you also get

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**PMP Project Management Professional Exam Study Guide** Kim 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 certification exam administered by PMI The book helps you prepare for the exam and it will continue to serve project managers as an on the job reference book The PMP Project Management Professional Exam Study Guide Tenth Edition is fully updated to include recent changes to the exam New content covers the integral role that Agile and other iterative practices have in project management Updates also address the pivotal responsibilities of the project manager and the skill sets required for this position The study guide was written to reflect the Project Management Process and Procedures found in the revised A Guide to the Project Management Body of Knowledge PMBOK Guide 6th Edition Well known author and expert Kim Heldman PMP helps to prepare you for the exam with in depth coverage of topics concepts and key terms Learn more about the three main domain areas of people process and business environment plus the predictive agile and hybrid approaches to project management This guide is an effective learning aid that will take your understanding to the next level Provides comprehensive material covering the complete exam outline Lists chapter objectives and offers detailed discussions of these objectives Reflects differences in project management environments and approaches Effectively presents real world

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## **Table of Contents Best Pmp Study Guide 2012**

1. Understanding the eBook Best Pmp Study Guide 2012
  - The Rise of Digital Reading Best Pmp Study Guide 2012
  - Advantages of eBooks Over Traditional Books
2. Identifying Best Pmp Study Guide 2012
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Best Pmp Study Guide 2012
  - User-Friendly Interface
4. Exploring eBook Recommendations from Best Pmp Study Guide 2012
  - Personalized Recommendations
  - Best Pmp Study Guide 2012 User Reviews and Ratings
  - Best Pmp Study Guide 2012 and Bestseller Lists
5. Accessing Best Pmp Study Guide 2012 Free and Paid eBooks
  - Best Pmp Study Guide 2012 Public Domain eBooks
  - Best Pmp Study Guide 2012 eBook Subscription Services

- Best Pmp Study Guide 2012 Budget-Friendly Options
- 6. Navigating Best Pmp Study Guide 2012 eBook Formats
  - ePub, PDF, MOBI, and More
  - Best Pmp Study Guide 2012 Compatibility with Devices
  - Best Pmp Study Guide 2012 Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Best Pmp Study Guide 2012
  - Highlighting and Note-Taking Best Pmp Study Guide 2012
  - Interactive Elements Best Pmp Study Guide 2012
- 8. Staying Engaged with Best Pmp Study Guide 2012
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Best Pmp Study Guide 2012
- 9. Balancing eBooks and Physical Books Best Pmp Study Guide 2012
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Best Pmp Study Guide 2012
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Best Pmp Study Guide 2012
  - Setting Reading Goals Best Pmp Study Guide 2012
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Best Pmp Study Guide 2012
  - Fact-Checking eBook Content of Best Pmp Study Guide 2012
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends

- Integration of Multimedia Elements
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