

# PMP Cheat Sheet in plain English



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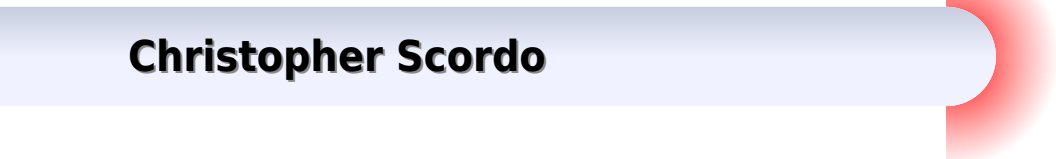
| PROJECT SELECTION |                                              | Formula                                                                                                                                | Explanation                                                                                                                                                                                                                                                  |
|-------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 = Initial Investment less cumulative PV of all cash flows for "n" years<br>NPV > 0: accept project<br>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<br>                                                                                          |
| 5                 | Benefit-Cost Ratio (BCR)                     | $\frac{\text{Revenue}}{\text{Costs}}$                                                                                                  | It compares the Benefits (or Revenues) of a project to its Costs:<br>BCR < 1: Benefits are less than Costs → reject project<br>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)                   | $[\text{Gain from Investment} - \text{Cost of Investment}] / \text{Cost of Investment}$                                                | 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<br>Depreciation rate = 100 % / Useful life                                                                                                                                                                   |
|                   |                                              | Double Declining Balance Method                                                                                                        | Depreciation rate = 2 * (100% / Useful life)<br>Depreciation expense = Depreciation rate * Book Value at Beginning of Year<br>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<br>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 |                        |                                                                                                                                                                                                                                                  |
|-----------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1               | Critical Path          | The combination of activities that, if any are delayed, will delay the project's finish<br>ES: Early Start    EF: Early Finish<br>LS: Late Start    LF: Late Finish                                                                              |
| 2               | Total Float (or Slack) | Total Float (Slack): LS - ES<br>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<br>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<br>AD = EF - ES + 1    AD = LF - LS + 1<br>ES = EF + duration + 1    EF = ES + duration + 1<br>LS = LF of predecessor - 1    LF = LS of successor - 1 |
| 6               | Activity Duration (AD) |                                                                                                                                                                                                                                                  |
| 7               | Crashing a Project     | Crash least expensive tasks on critical path                                                                                                                                                                                                     |
| 8               | Float on Critical Path | 0 days                                                                                                                                                                                                                                           |



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**Christopher Scordo**



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## **Table of Contents Pmp Cheat Sheet 4th Edition**

1. Understanding the eBook Pmp Cheat Sheet 4th Edition
  - The Rise of Digital Reading Pmp Cheat Sheet 4th Edition
  - Advantages of eBooks Over Traditional Books
2. Identifying Pmp Cheat Sheet 4th Edition
  - 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 Pmp Cheat Sheet 4th Edition
  - User-Friendly Interface
4. Exploring eBook Recommendations from Pmp Cheat Sheet 4th Edition
  - Personalized Recommendations
  - Pmp Cheat Sheet 4th Edition User Reviews and Ratings
  - Pmp Cheat Sheet 4th Edition and Bestseller Lists
5. Accessing Pmp Cheat Sheet 4th Edition Free and Paid eBooks
  - Pmp Cheat Sheet 4th Edition Public Domain eBooks
  - Pmp Cheat Sheet 4th Edition eBook Subscription Services
  - Pmp Cheat Sheet 4th Edition Budget-Friendly Options
6. Navigating Pmp Cheat Sheet 4th Edition eBook Formats
  - ePub, PDF, MOBI, and More
  - Pmp Cheat Sheet 4th Edition Compatibility with Devices
  - Pmp Cheat Sheet 4th Edition Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Pmp Cheat Sheet 4th Edition
  - Highlighting and Note-Taking Pmp Cheat Sheet 4th Edition
  - Interactive Elements Pmp Cheat Sheet 4th Edition
8. Staying Engaged with Pmp Cheat Sheet 4th Edition

- Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Pmp Cheat Sheet 4th Edition
9. Balancing eBooks and Physical Books Pmp Cheat Sheet 4th Edition
- Benefits of a Digital Library
  - Creating a Diverse Reading Collection Pmp Cheat Sheet 4th Edition
10. Overcoming Reading Challenges
- Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Pmp Cheat Sheet 4th Edition
- Setting Reading Goals Pmp Cheat Sheet 4th Edition
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Pmp Cheat Sheet 4th Edition
- Fact-Checking eBook Content of Pmp Cheat Sheet 4th Edition
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
- Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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