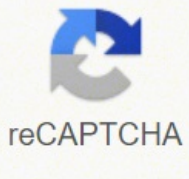
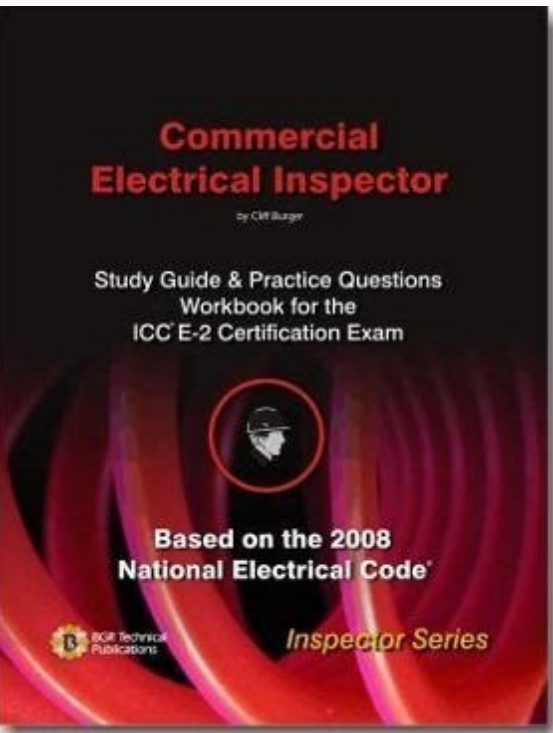
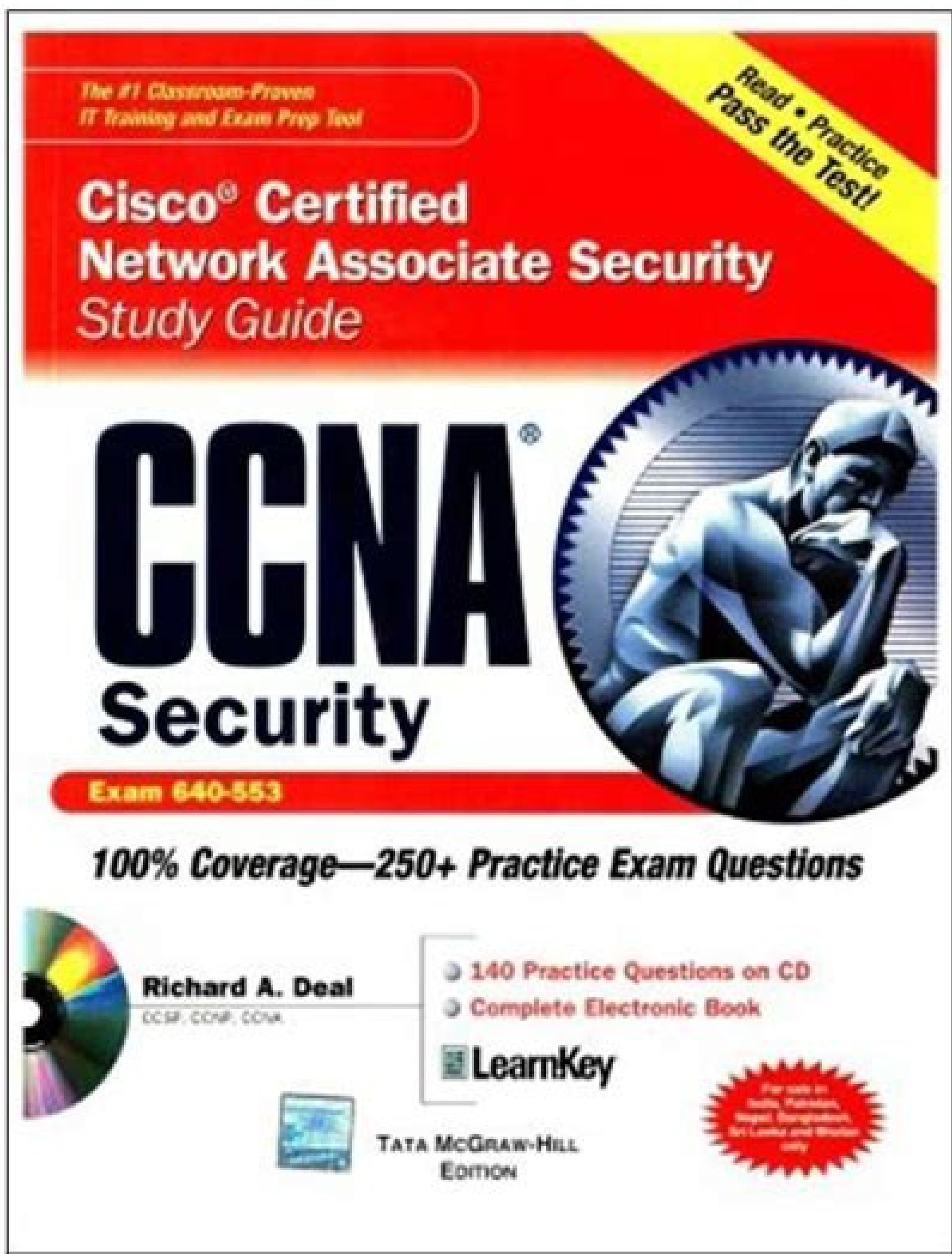




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PMPOR 6.0

PMP Cheat Sheet in plain English

Jonathan Donado

PROJECT SELECTION		
Term	Formula	Explanation
1 Present Value	$PV = \frac{FV}{(1 + r)^n}$	The result - amount of money to invest today (PV) in "n" years at "r" interest in order to end up with the target sum (FV - Future Value). r = discount rate, n = valuation period (years), PV = Future Value. The bigger the better.
2 Net Present Value	$NPV = PV_{\text{benefit}} - PV_{\text{cost}}$	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. IRR = Internal Rate of Return, IRR is the discount rate at which NPV is zero
4 IRR	$0 = \sum_{t=1}^n \frac{C_t}{(1 + IRR)^t} - \text{BOI}$	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 → accept project. It is a profitability ratio. It measures the return that an investment generates for capital investors, i.e. bondholders and stockholders. Return on capital indicates how effective a company is at turning capital into profits. 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. The loss of potential gain from other alternatives when one alternative is chosen. 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. 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. A discounted cash flow (DCF) is a valuation method used to estimate the attractiveness of an investment opportunity. Depreciation expense = Asset Cost / Useful life Depreciation rate = 100 % / Useful life 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 Digits = (Useful Life - 1) + Useful Life = 2 * n - 1 Depreciation rate = fraction of year left and sum of the digits (i.e. 45/17)
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 → accept project.
6 Return on Capital (ROC)	$\frac{\text{Net Income (After tax) from project} / \text{Total Capital invested in the project}}$	It is a profitability ratio. It measures the return that an investment generates for capital investors, 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 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 * n - 1 Depreciation rate = fraction of year left and sum of the digits (i.e. 45/17)
13 Expected Monetary Value (EMV)	$EMV = \text{Probability} \times \text{Impact in currency}$	

NETWORK DIAGRAM		
Term	Diagram	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): 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. 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. The amount of time a project can be delayed without affecting the required due date of the project. 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 - duration + 1 EF = ES + duration + 1 LS = LF of successor - 1 LF = LS of successor - 1
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	$\text{max}(EF - LS) \text{ or } \text{max}(LF - ES)$	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
6 Activity Duration (AD)		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

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