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CAPM FORMULA CHEAT SHEET

Earned Value Management		Project % Complete	
BAC	No Formula.	$\frac{\Sigma EV}{BAC} \times 100$	
PV	%age of BAC.	$\frac{ETC - (BAC - EV)}{CPI}$	
EV	No Formula. It is sometimes shown as a %age of BAC or PV.	$\frac{ETC - (BAC - EV)}{CPI}$	
AC	No Formula.	$EAC = AC + ETC$	
SV	$SV = EV - PV$	$EAC = AC + (BAC - EV)$	
CV	$CV = EV - AC$	$EAC = AC + (BAC - EV) / CPI$	
SPI	$SPI = EV / PV$	$EAC = BAC / CPI$	
SPI_c	$SPI_c = \frac{EV}{PV} \times \frac{PV}{EV}$	$EAC = BAC + [(BAC - EV) / (CPI * SPI)]$	
CPI	$CPI = EV / AC$	VAC	$VAC = BAC - EAC$
CPI_c	$CPI_c = \frac{EV}{AC} \times \frac{AC}{EV}$	TCPI	$TCPI = \frac{(BAC - EV)}{(BAC - AC)}$
Budget % Spent	$\frac{\Sigma AC}{BAC} \times 100$		

Earned Schedule Management		Estimation	
SV _s	ES - AT	$E = (O + P + M) / 3$	
SPI _s	ES / AT	Triangular Dist.	$\sigma = \sqrt{\frac{(P - O)^2 + (M - P)(M - O)}{18}}$
Network Diagram		PERT	$E = (O + P + 4 * M) / 6$
TF	$TF = LS - ES$	Range Est.	$R = E \pm (n * \sigma)$
Total Float	$TF = LF - EF$	Var.	$Var = \sigma^2$
Free Float	$FF = ES_{next} - ES_{current} - Dur_{current}$	Path Var.	$Var_{path} = \Sigma(Var)$
Project Selection Methods		Path St. Deviation	$\sigma_{path} = \sqrt{Var_{path}}$
PV / DCF	$PV = \frac{FV}{(1 + r)^n}$	1σ	68.27%
NPV	$NPV = \Sigma PV$	2σ	95.45%
ROI	ROI = Return / Investment	3σ	99.73%
BCR	BCR = Benefits / Costs	4σ	99.994%
CBR	CBR = Costs / Benefits	5σ	99.99994%
IRR	Formula not needed. Higher is better.	6σ	99.999999%
PP	No formula. Lesser the better.	Communication Channels	
Opp Cost	No formula.	$C = n * (n - 1) / 2$	
Expected Monetary Value		Procurement	
EMV _i	$EMV_i = P * I$	Pt. of Total Assumption	$FTA = \frac{CP - TP}{Buyer's Share Ratio} + TC$
EMV _t	$EMV_t = \Sigma EMV_i$		
Net Benefit	Net Benefit = EMV _t - Cost		

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PMI Certified Associate in Project Management (CAPM) Sample Questions

(Q315-Q320):

NEW QUESTION # 315

The process of formalizing acceptance of the completed project deliverables is known as:

- A. Control Quality.
- B. Close Project or Phase.
- C. Verify Scope.
- **D. Validate Scope.**

Answer: D

NEW QUESTION # 316

A required input for Create WBS is a project:

- **A. scope statement.**
- B. management document update.
- C. schedule network.
- D. quality plan.

Answer: A

Explanation:

Section: Volume D

Explanation:

5.3.3.1 Project Scope Statement

The project scope statement is the description of the project scope, major deliverables, assumptions, and constraints. The project scope statement documents the entire scope, including project and product scope. It describes, in detail, the project's deliverables and the work required to create those deliverables. It also provides a common understanding of the project scope among project stakeholders. It may contain explicit scope exclusions that can assist in managing stakeholder expectations. It enables the project team to perform more detailed planning, guides the project team's work during execution, and provides the baseline for evaluating whether requests for changes or additional work are contained within or outside the project's boundaries.

The degree and level of detail to which the project scope statement defines the work that will be performed and the work that is excluded can help determine how well the project management team can control the overall project scope. The detailed project scope statement, either directly, or by reference to other documents, includes the following:

Product scope description. Progressively elaborates the characteristics of the product, service, or result

described in the project charter and requirements documentation.

Acceptance criteria. A set of conditions that is required to be met before deliverables are accepted.

Deliverable. Any unique and verifiable product, result, or capability to perform a service that is required to be

produced to complete a process, phase, or project. Deliverables also include ancillary results, such as project management reports and documentation. These deliverables may be described at a summary level or in great detail.

Project exclusion. Generally identifies what is excluded from the project. Explicitly stating what is out of

scope for the project helps to manage stakeholders' expectations.

Constraints. A limiting factor that affects the execution of a project or process. Constraints identified with the

project scope statement list and describe the specific internal or external restrictions or limitations associated with the project scope that affect the execution of the project, for example, a predefined budget or any imposed dates or schedule milestones that are issued by the customer or performing organization. When a project is performed under an agreement, contractual provisions will generally be constraints. Information on constraints may be listed in the project scope statement or in a separate log.

Assumptions. A factor in the planning process that is considered to be true, real, or certain, without proof or

demonstration. Also describes the potential impact of those factors if they prove to be false. Project teams frequently identify, document, and validate assumptions as part of their planning process. Information on assumptions may be listed in the project scope statement or in a separate log.

The project team must complete a scope statement for developing a common understanding of the project scope among stakeholders. This lists project deliverables - summary level sub-products, whose full and satisfactory delivery marks the completion of the project.

Process: 5.4 Create WBS

Definition: WBS is the process of subdividing project deliverables and project work into smaller, more manageable components.

Key Benefit: The key benefit of this process is that it provides a structured vision of what has to be delivered.

Inputs

1. Scope management plan
2. Project scope statement
3. Requirements documentation
4. Enterprise environmental factors
5. Organizational process assets

Tools & Techniques

1. Decomposition
2. Expert judgment

Outputs

1. Scope baseline
2. Project documents updates

NEW QUESTION # 317

How is program success measured?

- A. By delivering the benefit of managing the program's projects in a coordinated manner
- B. By aggregating the successes of the individual projects in the program
- C. By the quality, timeliness, cost-effectiveness, and customer satisfaction of the product or service
- D. By completing the right projects to achieve objectives rather than completing projects the right way

Answer: A

NEW QUESTION # 318

Which schedule network analysis technique modifies the project schedule to account for limited resources?

- A. Critical chain method
- B. Rolling wave planning
- C. Human resource planning
- D. Fast tracking

Answer: A

Explanation:

Section: Volume C

Explanation:

6.6.2.3 Critical Chain Method

The critical chain method (CCM) is a schedule method that allows the project team to place buffers on any project schedule path to account for limited resources and project uncertainties. It is developed from the critical path method approach and considers the effects of resource allocation, resource optimization, resource leveling, and activity duration uncertainty on the critical path determined using the critical path method. To do so, the critical chain method introduces the concept of buffers and buffer management. The critical chain method uses activities with durations that do not include safety margins, logical relationships, and resource availability with statistically determined buffers composed of the aggregated safety margins of activities at specified points on the project schedule path to account for limited resources and project uncertainties. The resource-constrained critical path is known as the critical chain.

NEW QUESTION # 319

Which process includes prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact?

- A. Plan Risk Responses
- B. Plan Risk Management
- C. Perform Quantitative Risk Analysis
- D. Perform Qualitative Risk Analysis

Answer: D

Explanation:

According to the PMBOK Guide, the process of Perform Qualitative Risk Analysis is the process of prioritizing individual project

risks for further analysis or action by assessing their probability of occurrence and impact, as well as other characteristics.

* **Key Function:** This process focuses on the subjective evaluation of risks. It allows project managers to reduce the level of uncertainty and focus on high-priority risks.

* **Methodology:** It involves the use of a Probability and Impact Matrix to assign a risk rating (e.g., Low, Medium, High). This prioritization is essential because it identifies which risks require a more detailed Quantitative Risk Analysis (Choice B) or immediate Risk Response Planning (Choice D).

* **Efficiency:** By combining probability and impact, the project team can effectively categorize risks and allocate resources to manage the most critical threats or opportunities first.

Analysis of other choices:

* **Choice B (Perform Quantitative Risk Analysis):** This process numerically analyzes the combined effect of identified individual project risks and other sources of uncertainty on overall project objectives. It usually follows Qualitative analysis.

* **Choice C (Plan Risk Management):** This is the process of defining how to conduct risk management activities for a project; it sets the "rules," but does not assess the risks themselves.

* **Choice D (Plan Risk Responses):** This is the process of developing options, selecting strategies, and agreeing on actions to address overall project risk exposure, which occurs after the risks have been prioritized.

NEW QUESTION # 320

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