

Bibliography

The following materials were used during the development of *The Learning System for PMP® Exam Preparation*.

“16.703, Basic Ordering Agreements.” Acquisition.gov, www.acquisition.gov/far/16.703.

“19. Gulf of Evaluation and Gulf of Execution.” Interaction Design Foundation, www.interaction-design.org/literature/book/the-glossary-of-human-computer-interaction/gulf-of-evaluation-and-gulf-of-execution.

“About Baldrige.” National Institute of Standards and Technology, www.nist.gov/baldrige/how-baldrige-works/about-baldrige.

“Agile Estimation with T-Shirt Sizes.” getskillsblogs.com/agile-estimation-with-t-shirt-sizes/, March 28, 2016.

Ambler, Scott, and Mark Lines. *Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working*. Disciplined Agile, 2019.

American Society for Quality (ASQ), asq.org.

Andriyani, Yanti, Robert Amor, and Rashina Hoda. “Understanding Knowledge Management in Agile Software Development Practice.” www.researchgate.net/publication/318496996_Understanding_Knowledge_Management_in_Agile_Software_Development_Practice#pf, July 2017.

Appleton, Brad, Steve Berczuk, and Steve Konieczka. “‘Agile’ Change Management: From First Principles to Best Practices.” www.emcrossroads.com/article/agile-change-management-first-principles-best-practices, July 5, 2006.

“Architectural Runway.” Scaled Agile, scaledagileframework.com/architectural-runway/.

“Background to Capability Maturity Model Integration (CMMI).” Microsoft Developer Network, docs.microsoft.com/en-us/azure/devops/boards/work-items/guidance/cmml/guidance-background-to-cmml?view=azure-devops&redirectedfrom=MSDN&viewFallbackFrom=vsts.

“BATNA Basics: Boost Your Power at the Bargaining Table.” Program on Negotiation, Harvard Law School, www.bc.edu/content/dam/files/centers/cwf/individuals/pdf/BANTABasics.pdf, 2012.

Benbow, Donald W., Roger W. Berger, Ahmad K. Elshennawy, and H. Fred Walker. *The Certified Quality Engineer Handbook*. Milwaukee, Wisconsin: ASQ Press, 2002.

Blum, Brian A. *Contracts: Examples and Explanations*. New York: Aspen Publishers, 2004.

Bolden, R., J. Gosling, A. Marturano, and P. Dennison. “A Review of Leadership Theory and Competency Frameworks.” University of Exeter, Centre for Leadership Studies, business-school.exeter.ac.uk/documents/discussion_papers/cls/mgmt_standards.pdf, June 2003.

Boldoni, John. “Employee Engagement Does More than Boost Productivity.” *Harvard Business Review*, July 4, 2013.

Browaey, Marie-Joelle, and Roger Price. *Understanding Cross-Cultural Management*, Fourth Edition. Hoboken, New Jersey: Pearson Education, 2019.

Brown, Mark Graham. *Keeping Score: Using the Right Metrics to Drive World Class Performance*. New York: Productivity Press, 2006.

Calamari, John D., and Joseph M. Perillo. *Contracts*. St. Paul, Minnesota: West Publishing Co., 1983.

Chartered Quality Institute, www.thecci.org.

Christensen, David S., and Scott R. Heise. “Cost Performance Index Stability.” citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.592.2040&rep=rep1&type=pdf.

Cockburn, Alistair. “A Concise Theory of Software Development in Pictures.” alistair.cockburn.us/wp-content/uploads/2018/02/A-concise-theory-of-software-development-in-pictures.pdf, March 2016.

“Communication on Agile Software Teams.” Agile Modeling, agilemodeling.com/essays/communication.htm.

“Control Chart.” American Society for Quality, asq.org/quality-resources/control-chart.

- “Core Practices for Agile/Lean Documentation.” Agile Modeling, www.agilemodeling.com/essays/agileDocumentationBestPractices.htm.
- “Cost of Delay Divided by Duration.” Black Swan Farming, blackswanfarming.com/cost-of-delay-divided-by-duration.
- Covey, Stephen R. *The Seven Habits of Highly Effective People*. New York: Simon & Schuster, 1989.
- Dinsmore, Paul C., and Jeannette Cabanis-Brewin. *The AMA Handbook of Project Management*, Second Edition. New York: AMACOM—American Management Association, 2006.
- Donaldson, Nathan. “How Agile Transparency Reduces Project Risk.” Boost, www.boost.co.nz/blog/2018/11/agile-transparency-reduces-project-risk, November 12, 2018.
- “Effective Project Meetings.” *HBR Guide to Project Management*. Boston: Harvard Business Review Press, 2012.
- Facione, Peter A. “Critical Thinking: What It Is and Why It Counts.” Millbrae, California: Measured Reasons and The California Academic Press, 2013.
- “Fibonacci Sequence.” Math Is Fun, www.mathsisfun.com/numbers/fibonacci-sequence.html.
- Fisher, Roger, and William L. Ury. *Getting to Yes*, Second Edition. New York: Houghton Mifflin, 1991.
- Folkman, Joseph. “The Six Secrets to Increasing Empowerment in Your Team.” *Forbes*, April 2, 2017.
- Gately, Karen. “Silo Busting: Nine Steps to Breaking Down Collaboration Barriers.” *Inside HR*, April 27, 2016.
- Gino, Francesca. “Cracking the Code of Sustained Collaboration.” *Harvard Business Review*, November-December 2019.
- Goleman, Daniel. “The Focused Leader.” *Harvard Business Review*, December 2013.
- Goleman, Daniel. “What Makes a Leader?” *Harvard Business Review*, January 2004.
- Horine, Gregory M. *Project Management, Absolute Beginner’s Guide*, Third Edition. Indianapolis, Indiana: Que Publishing, 2013.
- Hossenlopp, Rosemary, and Kathleen B. Hass. *Unearthing Business Requirements: Elicitation Tools and Techniques*. Vienna, Virginia: Management Concepts, Inc., 2008.
- “How to Estimate with Story Points in Agile.” RubyGarage, rubygarage.org/blog/how-to-estimate-with-story-points, September 25, 2019.
- Hurley, Robert F., Nicole Gillespie, Donald L. Ferrin, and Graham Dietz. “Designing Trustworthy Organizations.” *MIT Sloan Management Review*, Summer 2013.
- “Indefinite Delivery, Indefinite Quantity Contracts.” U.S. General Services Administration, www.gsa.gov/buying-selling/new-to-gsa-acquisitions/how-to-sell-to-the-government/indefinite-delivery-indefinite-quantity-contracts.
- International Organization for Standardization (ISO), www.iso.org.
- International Organization for Standardization (ISO). *ISO Guide 73:2009, Risk Management—Vocabulary*, www.iso.org/standard/44651.html.
- Kerzner, Harold. *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 11th Edition. New York: John Wiley & Sons, 2013.
- Kloppenborg, Timothy J., Vittal Anantatmula, and Kathryn N. Wells. *Contemporary Project Management*, Fourth Edition. Boston: Cengage Learning, 2019.
- Knight, Joe, Roger Thomas, and Brad Angus. *Project Management for Profit*. Boston: Harvard Business Review Press, 2012.
- Kouzes, James M., and Barry Z. Posner. *The Leadership Challenge*. San Francisco: Jossey-Bass, 1987.
- “Lead Time and Cycle Time Metrics: What Do They Reveal?” Digite, www.digite.com/agile/lead-time-cycle-time/.

- “Learn Microsoft Project in 16 Minutes.” www.youtube.com/watch?v=Ys4Rk3Y8kmc.
- Lee, Allan, Sara Willis, and Amy Wei Tian. “When Empowering Employees Works, and When It Doesn’t.” *Harvard Business Review*, March 02, 2018.
- Levin, Ginger. “Mentoring: A Key Competency for Program and Project Professionals.” Project Management Institute, www.pmi.org/learning/library/mentoring-key-competency-program-project-professionals-6264.
- MacKay, Jory. “A Guide to User Story Mapping: Templates and Examples (How to Map User Stories).” plan.io/blog/user-story-mapping/, January 14, 2019.
- Malhotra, Deepak. “Accept or Reject? Sometimes the Hardest Part of Negotiation Is Knowing When to Walk Away.” *Negotiation*, August 2004.
- McCloskey, Heather. “What Does the Agile Roadmapping Process Look Like in Practice?” ProductPlan Blog, www.productplan.com/agile-roadmapping-process/.
- Meredith, Jack R., Scott M. Shafer, Samuel J. Mantel, Jr., and Margaret M. Sutton. *Project Management in Practice*, Fifth Edition. Hoboken, New Jersey: John Wiley & Sons, 2014.
- Mind Tools, www.mindtools.com.
- Mistry, Ankur. “Agile Story Point Estimation Techniques—T-Shirt Sizing.” C# Corner, www.c-sharpcorner.com/article/agile-story-point-estimation-techniques-t-shirt-sizing/, November 24, 2017.
- Morris, Peter W. G. *Reconstructing Project Management*. West Sussex, U.K.: John Wiley & Sons, 2013.
- Mukherjee, Juni. “What Is Value Stream Mapping?” Atlassian, www.atlassian.com/continuous-delivery/principles/value-stream-mapping.
- Muldoon, Nickolas. “Why Do High Performing Scrum Teams Use Story Point Estimation?” www.velocitycounts.com/2013/05/why-do-high-performing-scrum-teams-tend-to-use-story-point-estimation/, May 13, 2013.
- O’Brochta, Michael, Guisi Meloni, Shobna Raghupathy, Peter Pfeiffer, and Marty Taylor. “The Leader’s Choice—Five Steps to Ethical Decision Making.” PMI Global Congress Proceedings, Vancouver, Canada, 2012.
- “The Original Quality Gurus.” Department of Trade and Industry (U.K.), www.businessballs.com/dtiresources/quality_management_gurus_theories.pdf.
- Paterek, Pawel. “Effective Knowledge Management in Agile Project Teams.” *PM World Journal*, pdfs.semanticscholar.org/cea3/c14358548395966bf7673587e83c994704fb.pdf, May 2016.
- “Performance Improvement Plan.” Valamis, www.valamis.com/hub/performance-improvement-plan, updated December 21, 2021.
- Pinto, Jeffrey K. *Project Management: Achieving Competitive Advantage*, Third Edition. New York: Pearson Education, Inc, 2013.
- Project Management Institute, Inc., www.PMI.org.
- Project Management Institute, Inc. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Fifth Edition. Newtown Square, Pennsylvania: PMI, 2013.
- Project Management Institute, Inc. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Sixth Edition. Newtown Square, Pennsylvania: PMI, 2017.
- Project Management Institute, Inc. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Seventh Edition. Newtown Square, Pennsylvania: PMI, 2021.
- Project Management Institute, Inc. *A Guide to the Scrum Body of Knowledge (SBOK™ Guide)*—Sixth Edition. Newtown Square, Pennsylvania: PMI, 2013.
- Project Management Institute, Inc. *Agile Practice Guide*. Newtown Square, Pennsylvania: PMI, 2017.
- Project Management Institute, Inc. *Benefits Realization Management: A Practice Guide*. Newtown Square, Pennsylvania: PMI, 2019.

- Project Management Institute, Inc. “Code of Ethics and Professional Conduct.” www.pmi.org/about/ethics/code, 2006.
- Project Management Institute, Inc. *Implementing Organizational Project Management: A Practice Guide*. Newtown Square, Pennsylvania: PMI, 2014.
- Project Management Institute, Inc. *Managing Change in Organizations: A Practice Guide*. Newtown Square, Pennsylvania: PMI, 2013.
- Project Management Institute, Inc. *Navigating Complexity: A Practice Guide*. Newtown Square, Pennsylvania: PMI, 2014.
- Project Management Institute, Inc. “PMI Ethical Decision-Making Framework.” www.pmi.org/-/media/pmi/documents/public/pdf/ethics/ethical-decision-making-framework.pdf, 2012.
- Project Management Institute, Inc. *PMI Lexicon of Project Management Terms Version 3.0*. Newtown Square, Pennsylvania: PMI, 2015.
- Project Management Institute, Inc. *PMI’s Pulse of the Profession™*. Newtown Square, Pennsylvania: PMI, 2013.
- Project Management Institute, Inc. *Practice Standard for Project Risk Management*. Newtown Square, Pennsylvania: PMI, 2009.
- Project Management Institute, Inc. *Practice Standard for Work Breakdown Structures*, Second Edition. Newtown Square, Pennsylvania: PMI, 2006.
- Project Management Institute, Inc. *Project Management Professional (PMP)® Examination Content Outline*. Newtown Square, Pennsylvania: PMI, April 2015.
- Project Management Institute, Inc. *Project Management Professional (PMP)® Examination Content Outline*. Newtown Square, Pennsylvania: PMI, 2020.
- Project Management Institute, Inc. *Project Management Professional (PMP)® Handbook*. Newtown Square, Pennsylvania: PMI, April 2015.
- Project Management Institute, Inc. *Q&As for the PMBOK® Guide Fifth Edition*. Newtown Square, Pennsylvania: PMI, 2013.
- Project Management Institute, Inc. *The Standard for Organizational Project Management*. Newtown Square, Pennsylvania: PMI, 2018.
- Project Management Institute, Inc. *The Standard for Risk Management in Portfolios, Programs, and Projects*. Newtown Square, Pennsylvania: PMI, 2019.
- “The Prosci ADKAR Model.” Prosci, Inc., www.prosci.com/adkar.
- Reinertsen, Don. “Principles of Product Development Flow: Second Generation Lean Product Development.” Celeritas Publishing, 2009.
- Rose, Kenneth H. *Project Quality Management*. Fort Lauderdale, Florida: J. Ross Publishing, 2005.
- Ross, Douglas. “Applying Covey’s Seven Habits to a Project Management Career.” *PM Network*, Vol. 10, April 1996.
- Rubin, Kenneth S. *Essential Scrum: A Practical Guide to the Most Popular Agile Process*. Upper Saddle River, New Jersey: Addison-Wesley, 2013.
- Rudd, Jill E., and Diana R. Lawson. *Communicating in Global Business Negotiations*. Los Angeles: SAGE Publications, 2007.
- Scaled Agile, Inc., www.scaledagileframework.com/ws/jf/.
- Schermerhorn, John R., Jr., James G. Hunt, and Richard N. Osborn. *Organizational Behavior*, Tenth Edition. New York: John Wiley & Sons, 2008.
- Schwalbe, Kathy. *An Introduction to Project Management*, Fourth Edition. Minneapolis, Minnesota: Kathy Schwalbe LLC, 2012.

- Schwalbe, Kathy. *Information Technology Project Management*, Seventh Edition. Boston: Course Technology, 2014.
- “Section 508 of the Rehabilitation Act.” www.levelaccess.com/accessibility-regulations/section-508-rehabilitation-act/.
- “Set-Based Design.” Scaled Agile Framework, www.scaledagileframework.com/set-based-design/.
- Shenhar, Aaron J., and Dov Dvir. *Reinventing Project Management*. Boston: Harvard Business School Press, 2007.
- “SLII®. Powering Inspired Leaders™.” The Ken Blanchard Companies, www.kenblanchard.com/Solutions/SLII.
- Society of Human Resource Development (SHRM). *The 2012 SHRM Learning System*. Alexandria, Virginia: SHRM, 2012.
- “Story Points vs. Function Points.” Estimancy, www.estimancy.com/en/2018/09/25/story-points-vs-function-points/.
- Tague, Nancy R. *The Quality Toolbox*, Second Edition. Milwaukee, Wisconsin: ASQ Quality Press, 2004.
- Tate, Karen, and Paula Martin. *The Institute of Internal Auditors: The Project Management Memory Jogger*, Second Edition. Salem, New Hampshire: GOAL/QPC, 2010.
- Thamhain, Hans J., and David L. Wilemon. “Conflict Management in Project Life Cycles.” *Sloan Management Review*, Spring 1975.
- “User Stories vs. Use Cases: How They Stack Up.” Justinmind, www.justinmind.com/blog/user-stories-vs-use-cases/, October 16, 2020.
- “Using Prioritization Matrices to Inform UX Decisions.” Nielsen Norman Group, www.nngroup.com/articles/prioritization-matrices/.
- Verma, Vijay K. *Human Resource Skills for the Project Manager*, Volume 2. Newtown Square, Pennsylvania: PMI, 1996.
- Verzuh, Eric. *The Fast Forward MBA in Project Management*, Fourth Edition. Hoboken, New Jersey: Wiley, 2012.
- Wake, Bill. “Overview of ‘Extreme Programming Explained, 2/e.’ ” xp123.com/articles/review-extreme-programming-explained-2e/.
- “Weighted Shortest Job First.” Scaled Agile, www.scaledagileframework.com/wsjf/.
- Westcott, Russell T., editor. *The Certified Manager of Quality/Organizational Excellence Handbook*, Third Edition. Milwaukee, Wisconsin: ASQ Quality Press, 2006.
- “What Is Cycle Time?” Corrello, www.getcorrello.com/blog/2019/05/24/what-is-cycle-time/, May 24, 2019.
- “What Is Root Cause Analysis (RCA)?” ASQ, asq.org/quality-resources/root-cause-analysis.
- “What Is Throughput in Kanban? How Does it Help You Make Date-Driven Decisions about Team’s Future Performance?” Kanbanize, www.kanbanize.com/kanban-resources/kanban-analytics/throughput-histogram
- Williams, Gary A., and Robert B. Miller. “Change the Way You Persuade.” *Harvard Business Review*. May 2002.
- Winarta, Angus. “Functional Sizing in Agile Projects.” Mitrais, www.mitrais.com/news-updates/functional-sizing-in-agile-projects/.
- Wyssocki, Robert K. *Effective Project Management: Traditional, Agile, Extreme, Hybrid*, Eighth Edition. Indianapolis: John Wiley & Sons, Inc., 2019.
- Yoshida, Takeshi. “Maslow’s Final Theory Z.” Agile Organization Development, agile-od.com/reflective-leadership/maslows-final-theory-z, February 20, 2020.