

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.cmcrossroads.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/cmmi/guidance-background-to-cmmi?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.

Browaeys, 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.thecqi.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 Anantamula, 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.

The Learning System for PMP® Exam Preparation

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/wsjf/.

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/.

Wysocki, 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.