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QUESTION 1

Management is concerned about your project. They want to know how the project is performing specifically the schedule performance index. What formula do you use to find the schedule performance index?

- A. PV/EV
- B. EV-AC
- C. EV-PV
- D. EV/PV

Correct Answer: D

The schedule performance index is earned value divided by planned value. The closer the result is to 1, the better the project is performing.

Answer option B is incorrect. This is the cost variance formula. Answer option C is incorrect. This is the formula to find schedule variance. Answer option A is incorrect. This is not a valid formula.

QUESTION 2

You are the project manager for your organization. You are meeting with your customers to discuss the project performance. In this meeting, you will have eight project customers, the project sponsor, and ten members of your project team. What type of communication method are you using in this instance?

- A. Interactive communication
- B. Active communication
- C. Pull technique
- D. Push technique

Correct Answer: A

Any meetings, phone calls with multiple participants, or conferences are examples of the interactive communications.

Answer option B is incorrect. Active communication is not a PMBOK term for project management. Answer option D is incorrect. A push technique describes a distribution from the project manager out to the message recipients, such as email.

Answer option C is incorrect. A pull technique describes a distribution method where the recipients of the message pull the message from a source, such as a Web server.

QUESTION 3

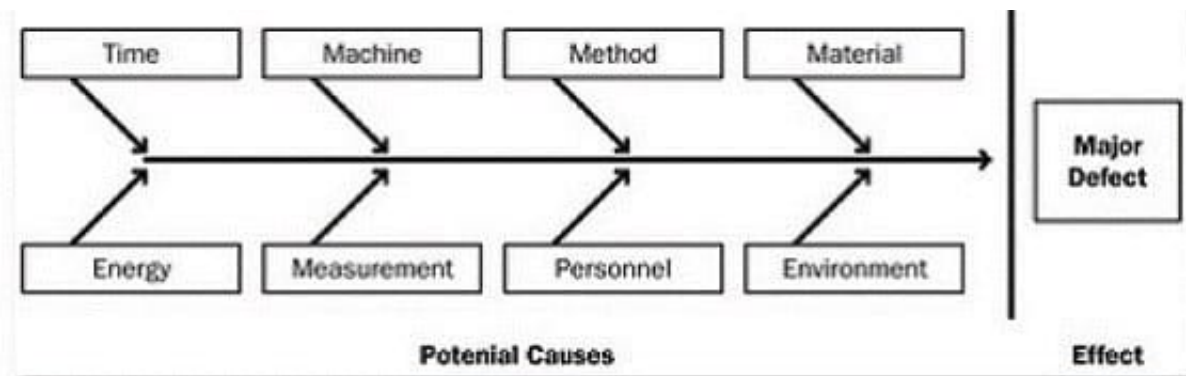
You work as a project manager for BlueWell Inc. Which of the following tools/techniques will you use to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-

control condition?

- A. Pareto Chart
- B. Ishikawa Diagram
- C. Scatter Chart
- D. Control Chart

Correct Answer: D

You should use the control charts to demonstrate how a process behaves over time, and when a process is subject to special cause variation, resulting in an out-of-control condition. Control charts are graphical representations of different processes. These charts contain the maximum and minimum values allowed. Control charts are used to determine whether or not a process is stable or has predictable performance. A process is considered out of control when a data point exceeds a control limit or if seven consecutive points are above or below the mean. Answer option B is incorrect. The Ishikawa diagram (or fishbone diagram or also cause-and-effect diagram) are diagrams, that shows the causes of a certain event. A common use of the Ishikawa diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes.



It is known as a fishbone diagram because of its shape, similar to the side view of a fish skeleton. It is considered as a basic tool of quality management.

Answer option A is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to

right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa. Answer option C is incorrect. A scatter chart is a type of display using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. A scatter diagram shows the pattern of relationship between two variables. This tool allows the quality team to study and identify the possible relationship between changes observed in two variables. Dependent variables versus independent variables are plotted. The closer the points are to a diagonal line, the more closely they are related.

QUESTION 4

You work as a Project Manager for Tech Perfect Inc. Several projects are running under your supervision. Martha, a team leader of a project, informs you about the performance indexes of her project. The schedule performance index (SPI) of her project is 0.835. What does this figure indicate?

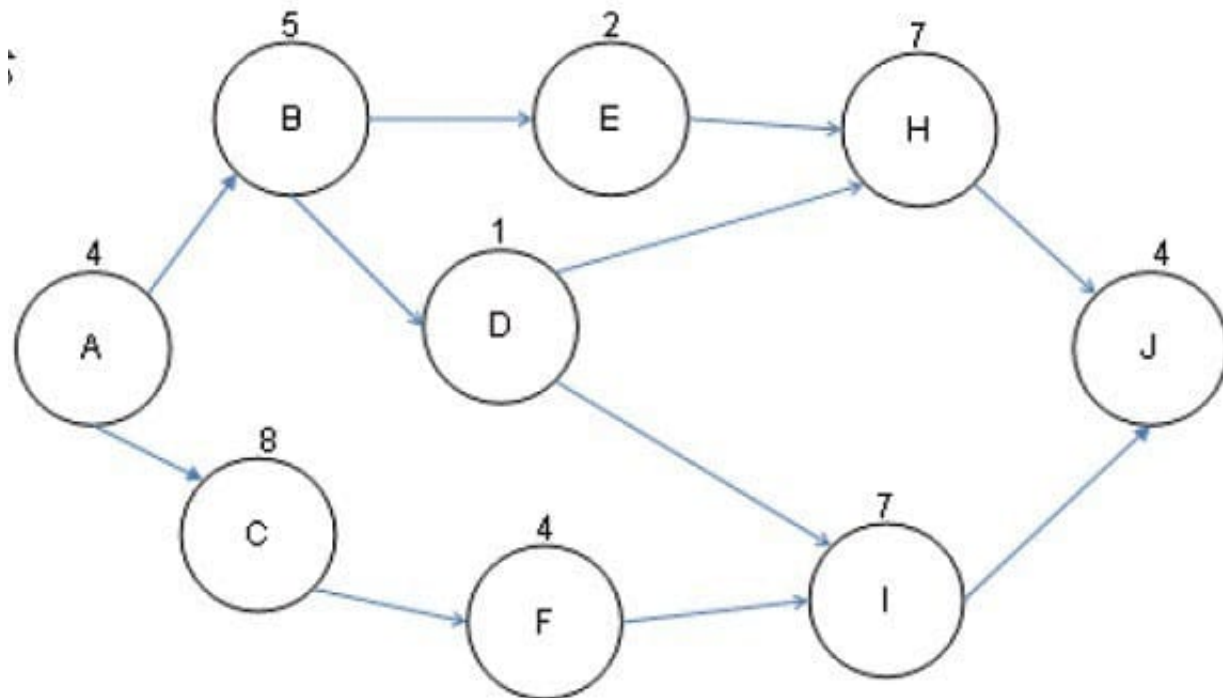
- A. The schedule performance is right on target.
- B. The schedule performance is better than expected.
- C. The cost performance is better than expected.
- D. The schedule performance is below expectation.

Correct Answer: D

According to the question, the SPI of Martha's project is 0.835. This figure is less than 1. Hence, it shows that the schedule performance is below expectation. What is SPI? Schedule performance index (SPI) is the measure of schedule efficiency on a project. It is used in trend analysis to predict future performance. SPI is the ratio of earned value to planned value. The SPI is calculated based on the following formula: $SPI = \text{Earned Value (EV)} / \text{Planned Value (PV)}$ If the SPI value is greater than 1, it indicates better than expected performance, whereas if the value is less than 1, it shows poor performance. The SPI value of 1 indicates that the project is right on target. Answer options B and A are incorrect. An SPI value of 1 or above indicates that the schedule performance is either right on target or better than expected. Answer option C is incorrect. SPI has nothing to do with cost performance.

QUESTION 5

Joseph works as the project manager of the NHQ Project. He has created the project network diagram as shown in the figure: Based on the network diagram, find out which path is the critical path for this project?



- A. ABEHJ
- B. ABDIJ
- C. ABDHJ
- D. ACFIJ

Correct Answer: D

The critical path is the path with the longest duration to complete the project. It has no float and shows the earliest completion date and the latest completion date for the project. In this example, path ACFIJ takes 27 days and is the critical path. $ACFIJ = A(4) + C(8) + F(4) + I(7) + J(4) = 27$ A critical path is the sequence of project activities, which add up to the longest overall duration. This determines the shortest time possible to complete the project. Any delay of an activity on the critical path directly impacts the planned project completion date (i.e. there is no float on the critical path). A project can have several, parallel, near critical paths. An additional parallel path through the network with the total durations shorter than the critical path is called a sub-critical or noncritical path. These results allow managers to prioritize activities for the effective management of project completion, and to shorten the planned critical path of a project by pruning critical path activities, by "fast tracking" (i.e., performing more activities in parallel), and/or by "crashing the critical path" (i.e., shortening the durations of critical path activities by adding resources). Answer option A is incorrect. ABEHJ takes only 22 days to complete. $ABEHJ = A(4) + B(5) + E(2) + H(7) + J(4) = 22$ Answer option C is incorrect. ABDHJ takes 21 days to complete. $ABDHJ = A(4) + B(5) + D(1) + H(7) + J(4) = 21$ Answer option B is incorrect. ABDIJ takes 21 days to complete. $ABDIJ = A(4) + B(5) + D(1) + I(7) + J(4) = 21$

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